

California - Child and Family Services Review

Lake County System Improvement Plan

November 7, 2025 – November 7, 2030



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California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☒ Progress Report ☐

County	Lake County
SIP Period Dates	November 7, 2025 – November 7, 2030
Outcome Data Period	Quarter 1 2024
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County Chief Probation Officer	
Name	Wendy Mondfrans
Signature*	
Phone Number	707-262-4285
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Public Agency Designated to Administer CAPIT and CBCAP	
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Signature*	 Rachael DillmanParsons (Jul 10, 2026 23:43:54 GMT)
Phone Number	(707) 995-4260
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Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	
Signature*	

Contact Information

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Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	
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CAPIT Liaison	Name	Amber Davis
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	Mailing Address	P.O. Box 9000 15975 Anderson Ranch Parkway Lower Lake, CA 95457
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Introduction

Background – Child and Family Services Review

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

California Child and Family Services Review (C-CFSR)

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

County Self-Assessment (CSA)

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

The Lake County CSA is developed every five years by the lead agencies, Child Welfare Services (CWS) and Probation, in coordination with local community and prevention partners. The CSA includes quantitative analysis of child welfare data and a multidisciplinary needs assessment. From March 4, 2025, to March 6, 2025, Lake County completed its Peer Review, a process embedded in the CSA. The Peer Review focus for Child Welfare was Recurrence of Maltreatment. Probation's focus was P-2 Permanency in 12 months (in care for 12 and 24 months) as well as the systemic factor of Service Array. Engagement in the process also consisted of a stakeholder meeting and focus groups that are described below. In addition, the C-CFSR has integrated reporting on the California Office of Child Abuse Prevention (OCAP) funding into the CSA five-year plan. OCAP funds are appropriated to support counties' capacity to provide a continuum of services for children and families with an emphasis on prevention and early intervention. The System Improvement Plan (SIP) reports annually on the use of three OCAP funding streams: Child Abuse Prevention Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds.

System Improvement Plan (SIP)

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

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

System Improvement Plan Progress Report

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

Quarterly Outcome and Accountability Data Reports

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

California Case Review

The CDSS implemented the Case Review program in August 2015. Case reviews are conducted in every California county and are viewed by the CDSS as an essential component to county and state continuous quality improvement (CQI) processes. California is currently using the Administration for Children and Families' (ACF) Onsite Review Instrument (OSRI) for review of all cases. County Case Review staff conduct a quarterly qualitative review, including probation cases. The number of cases reviewed each quarter is determined by the overall caseload. Lake County is currently reviewing two cases per quarter. Qualitative case reviews are an important way to gather data about the "how" and the "why" questions associated with CQI. These case level data complement the quantitative data obtained through systems such as the California Child Welfare Indicators Project (CCWIP), SafeMeasures®, and Business Objects reports. Lake Child Welfare implemented the Child Welfare Case Review per the CDSS requirements.

SIP Narrative

C-CFSR Team Core Representatives

The CFSR planning team consists of representatives from Lake County Social Services Department (LCSSD) Child Welfare Services (CWS) agency, Lake County Juvenile Probation, and CDSS. Additionally, consultants from Shared Vision Consultants were contracted to work with the Lake County planning team to develop the SIP. The core planning team included:

TABLE 1: SIP CORE PLANNING TEAM

Name	Organization	Role
Amber Davis	LCSSD - Child Welfare Services	Deputy Director
Sherri DeLaTorre	LCSSD - Child Welfare Services	Program Manager
Kim Costa	LCSSD - Child Welfare Services	Program Manager
Noell Busti	LCSSD - Child Welfare Services	Supervising Staff Analyst
Tyler Warren	LCSSD - Child Welfare Services	Analyst
Wendy Mondfrans	Lake County Probation Department	Chief Probation Officer
Kevin Luis	Lake County Probation Department	Chief Deputy Probation Officer
Jerry Lindner	Shared Vision Consultants	Consultant
Lisa Molinar	Shared Vision Consultants	Consultant
Tasia Huerta	Shared Vision Consultants	Consultant

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

CORE TEAM REPRESENTATIVES

As part of the CSA and SIP, Lake County sought the participation of key community stakeholders to discuss demographics, regional needs and resources, and individual areas of focus related to outcomes for children and families. Additionally, throughout the year the C-CFSR process is discussed in various advisory committees. This was accomplished through several activities, including a Lake County stakeholder meeting on February 19, 2025. The following attended the Stakeholder Meeting:

TABLE 2: STAKEHOLDER MEETING PARTICIPANTS

Name	Organization
Abraham Aceves	Lake County Child Welfare
Amber Cole	Lake County Child Welfare
Amie Arguelles	Lake County Child Welfare
Ana Santana	Lake County Office of Education
Angela Curry	Lake County Child Welfare
Angie Wynaht	Lake County Child Welfare
Agustin Perez	Lake County Juvenile Probation

Batsulwin Brown	Kno'Qoti Native Wellness, Inc.
Brittany Luevano	Scotts Valley Tribal TANF
Caleb Martinez	Pomo of Upper Lake
Carrie Bridges	Lake County Child Welfare
Cyerra Myers	Lake County Child Welfare
Dale Stoebe	Lakeport Police Department
Dave Solgat	Resource Family
Denice Solgat	Resource Family
Denise Ochoa	Lake County Child Welfare
Elizabeth Ceja	Lake County Child Welfare
Elvina Bill	Kno'Qoti Native Wellness, Inc.
Erica Magee	California Department of Social Services - SIS
Gary Frace	Lake County Sheriff's Office
Holly Hana	Lake County Office of Education
Jaimee Gronendyke	Redwood Community Services
Jason Hanover	Lake County Child Welfare
Joseph Holstiue	Habematelol Pomo Upper Lake
Kailee Wilson	Lake County Child Welfare
Kasey Blue	Lake County Child Welfare
Kevin Luis	Lake County Juvenile Probation
Kim Costa	Lake County Child Welfare
Kim Harris	Konocti Unified School District
Kyle Bill	Kno'Qoti Native Wellness, Inc. ÷
Laura Sullivan	Redwood Community Services
Les Deter	Lake County Child Welfare
Maria Castro	Lake County Child Welfare
Maria Dahlin	Robinson Volunteer – Social Services
Mark Valles	Lake County Child Welfare
Martin Snyder	Clearlake Police Department
Matt Bullard	Lakeport Unified School District
Megan Grant	Lucerne Unified School District
Melissa Morin	Lake County Child Welfare
Nancy Hernandez	Big Valley Tribe
Niki Tobin	Lake County Child Welfare
Noell Busti	Lake County Child Welfare
Petra Hawes-Glenesk	California Department of Social Services - OCAP
Rachael Dillman Parsons	Lake County Child Welfare - Director
Richard Hoffman	Lake County Office of Education
Roxanne Morris	Lake County Office of Education
Sarah Keen-Pasalo	Lake County Child Welfare
Shaun Smith	Lake County Child Welfare
Shelisa Miller	Lake County Child Welfare

Sherri DeLaTorre	Lake County Child Welfare
Sheryn Hildebrand	CASA
Sonia Segoviano	Lake County Juvenile Probation
Susan Buice	Lake County Child Welfare
Tenderly Logan	Upper Lake Unified School District
Todd Freitas	Lakeport Police Department
Troy Sherman	Lake County Child Welfare
Tyler Warren	Lake County Child Welfare
Weeden Wetmore	Lake County Child Welfare
Wendy Mondfrans	Lake County Juvenile Probation

Prioritization of Outcome Data Measures/Systemic Factors and Strategy Rationale

Lake County has selected outcomes related to permanency and safety as priorities for the System Improvement Plan 2025-2030. Child Welfare has selected P-1 Permanency in 12 Months (in care for 12 months) and S-2 Recurrence of Maltreatment. Probation has selected the systemic factor Service Array. For the Peer Review, Child Welfare focused on S-2 Recurrence of Maltreatment and Probation's focus was P-2 Permanency in 12 months (in care for 12 and 24 months) as well as the systemic factor of Service Array. The Peer Review findings indicated there are strengths in each department, and opportunities to enhance outcomes.

Child Welfare Summary of Outcome Data Measures

The section below includes an overview of Lake County's current performance in outcome measures defined by State and Federal guidelines. Each section will include a definition of the measure, a data set, and an analysis of Lake County's performance. **All data figures presented in this section are taken from data extract Q1 2024.** Some data sets are clarified with information collected from the UC Berkeley California Child Welfare Indicators Project (CCWIP) website.

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

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

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

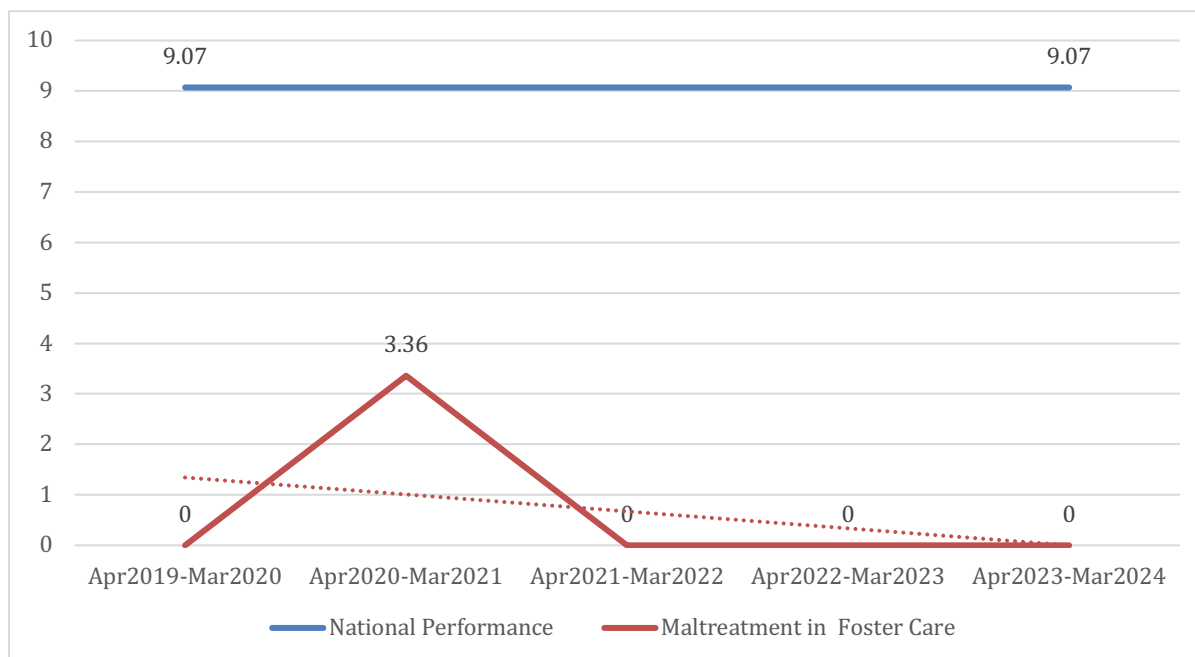
S-1-Maltreatment in Foster Care

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

CSA Baseline: Q1 2024 0 (0 of 23,538)

The national performance standard for this measure is <9.07. During the reporting period, April 2021, to March 2024, Lake County's children experienced a victimization rate of zero (0) exceeding (better than) the national performance. There has been only one incident of maltreatment in foster care over the past five-year period. As of the Q1 2025 CCWIP data, the County remains at zero.

FIGURE 1: S-1 - MALTREATMENT IN FOSTER CARE PER 100,000 DAYS, 2019 – 2024



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

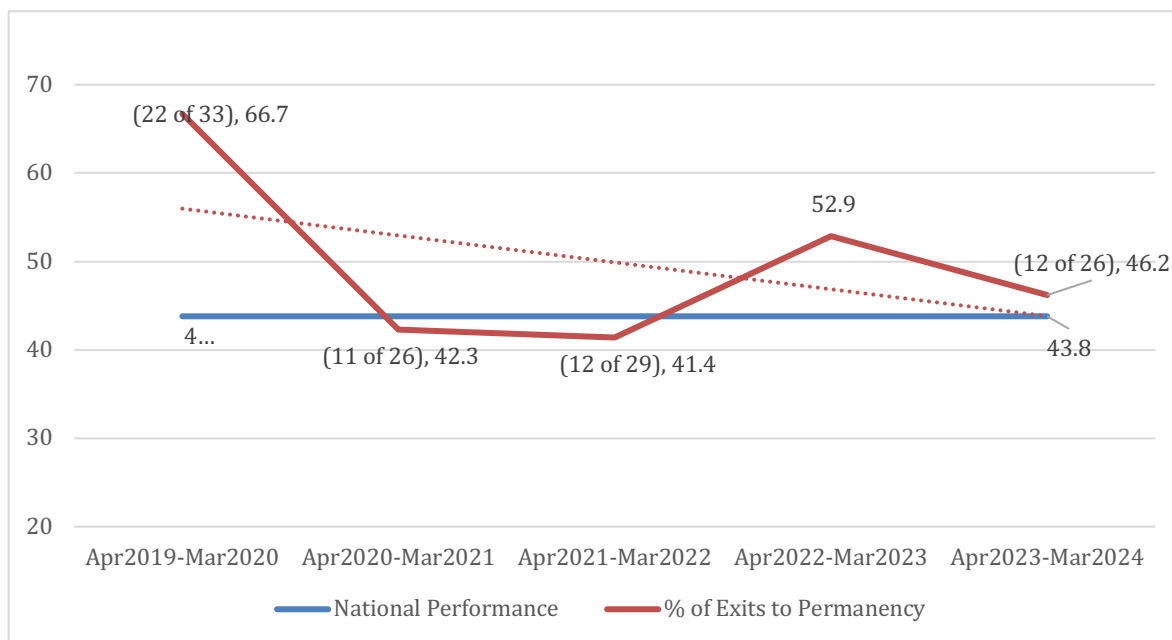
P-2 – Permanency in 12 months for children in Foster Care 12-23 months

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

CSA Baseline: Q1 2024 46.2% (12 of 26)

The national performance standard is at least 43.8% of children will exit to permanency between 12 and 23 months. During the last five years, Lake County has performed better than the performance standard, in 2019-20 at 66.7% (22 of 33 children), in 2022-23 at 52.9%, and in 2023-24 with 46.2% (12 of 26 children). The County performed marginally below the performance standard in 2020-21 at 42.3% (11 of 26 children) and in 2021-22 at 41.4% (12 of 29 children); however, the most recent CCWIP data indicates that in Q1 2025, the County had a lower reunification rate of 41.7%. This outcome will be closely monitored, and it is anticipated that the SIP strategies to strengthen the focus on safety and risk throughout the life of the case will improve this performance standard.

FIGURE 2: P-2 - PERMANENCY TIME IN CARE 12 TO 23 MONTHS, 2019 – 2024



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

P-4-Re-entry to Foster Care in 12 Months

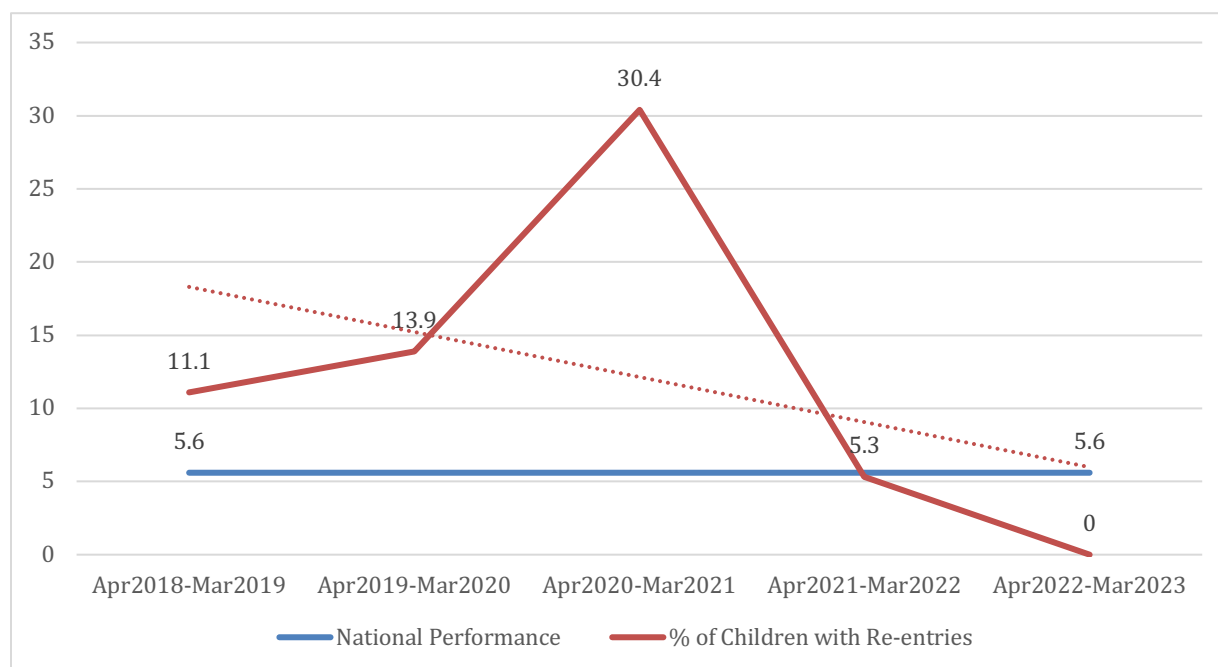
This measure is defined as “Of all children who enter foster care in a 12-month period who discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-enter foster care within 12 months of their discharge?”

CSA Baseline: Q1 2024 0%

The national performance standard for P-4 is <5.6%. Over the last five years, the County has only performed better than (below) the performance standard in 2022-23 at 5.3% and in 2023-24 when they had no re-entries at all. The County’s most challenging performance was in 2021-22 when 30.4% of children who left foster care returned to care within 12 months.

Stakeholders reported that the County has worked to reduce re-entry by increasing CFTs, offering more frequent visitation, and ensuring supervisors are readily available for case staffings. Social workers consider community supports before returning children to foster care, and parents benefit from engagement groups like safety circles, which build relationships and ongoing support; however, the most recent CCWIP data indicates that in Q1 2025, the County had a higher re-entry rate of 11.8%. This outcome will be closely monitored, and it is anticipated that the SIP strategies to strengthen the focus on safety and risk throughout the life of the case will improve this performance standard.

FIGURE 3: P-4 - RE-ENTRY INTO FOSTER CARE, 2018 – 2023



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

CHILD WELFARE OUTCOME MEASURES NEEDING IMPROVEMENT

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

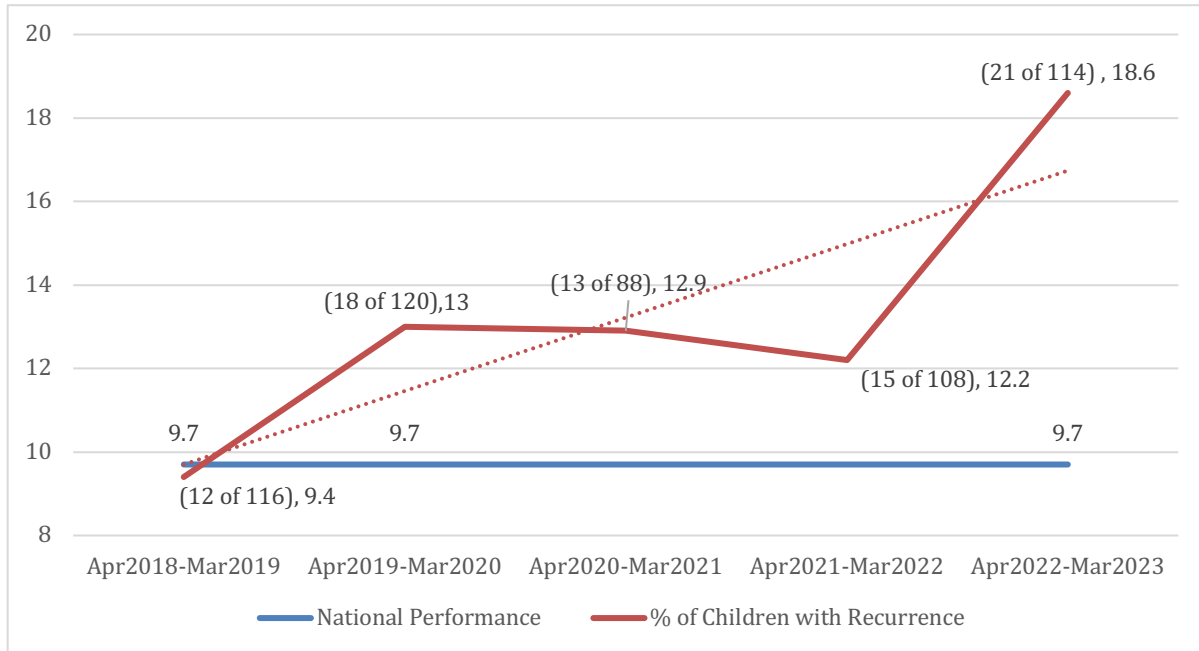
S-2-Recurrence of Maltreatment

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

CSA Baseline: Q1 2024 18.6% (21 of 114)

The national performance standard for this measure is <9.7%. During the reporting period, April 1, 2018, to March 31, 2023, recidivism ranged from a low of 9.4% of children (12 of 116) in 2018-19 to a high of 18.6% (21 of 92) in 2022-23. The County performed worse than (above) the performance standard for four of the five years; however, the most recent CCWIP data indicates that in Q1 2025, the county improved its S-2 performance with a recurrence rate of 5.9%, which exceeds the national performance standard. The County will continue this progress by increasing the use of safety and risk assessments, safety planning, and safety networks, as S-2 is one of the two focus outcomes for the current SIP cycle.

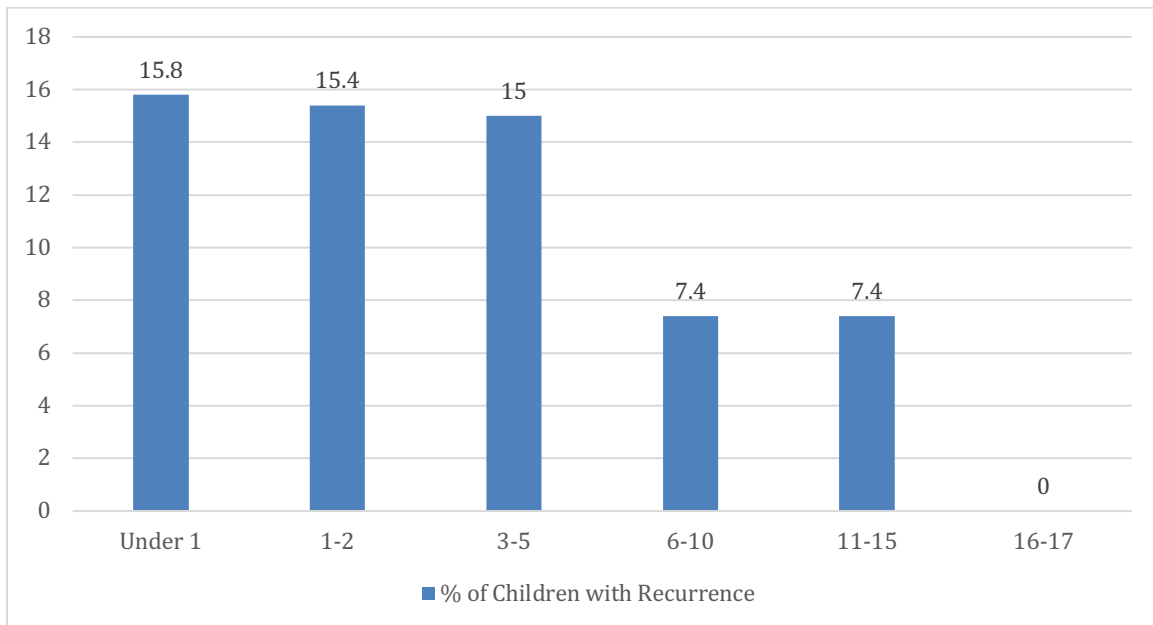
FIGURE 4: S-2 - RECURRENCE OF MALTREATMENT, 2018 – 2023



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

Figure 5 shows the recurrence of maltreatment stratified by age. Children aged 5 years and younger suffer recidivism at a rate significantly higher than the performance standard. Children aged 6 years and older have lower recurrence rates that are better than (below) the performance standard.

FIGURE 5: S-2 - RECURRENCE OF MALTREATMENT BY AGE, APRIL 1, 2022 – MARCH 30, 2023

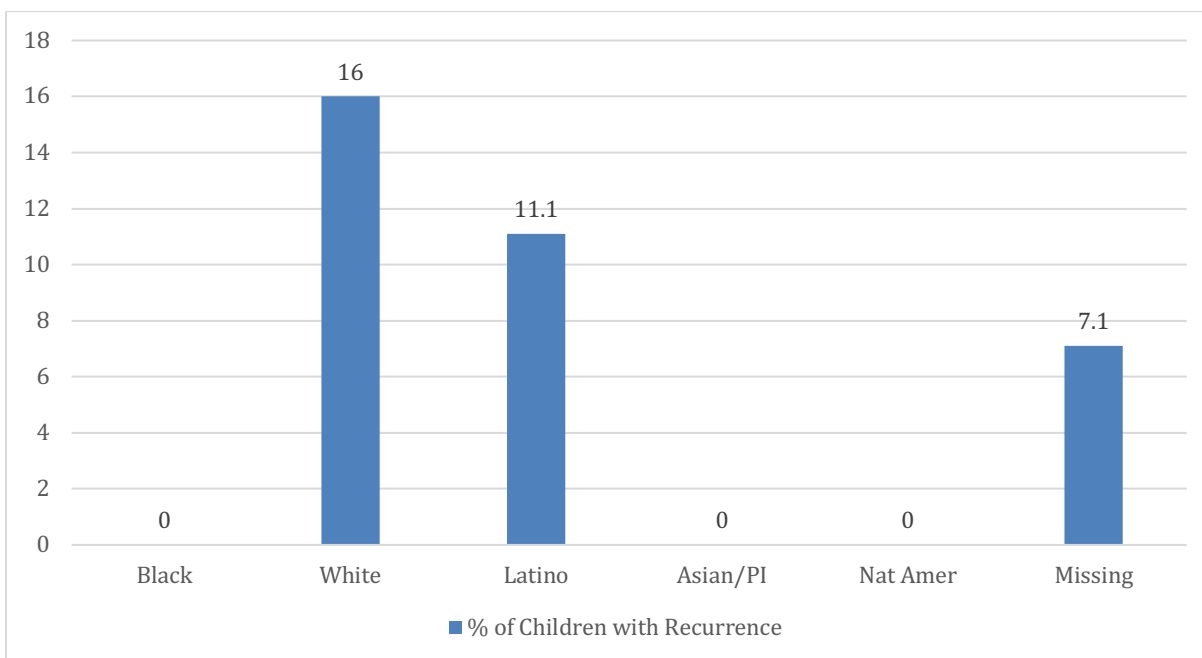


Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B.,

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

Figure 6 shows the recurrence of maltreatment broken down by ethnicity. White and Latino children suffer recidivism at a rate higher than the performance standard. Black, Asian/Pacific Islander, and Native American children experienced no recurrence. Ethnic data was missing for several children who experienced recurrence.

FIGURE 6: S-2 - RECURRENCE OF MALTREATMENT BY ETHNICITY, APRIL 1, 2022 – MARCH 30, 2023



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

P-1-Permanency in 12 months (Entering Foster Care)

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

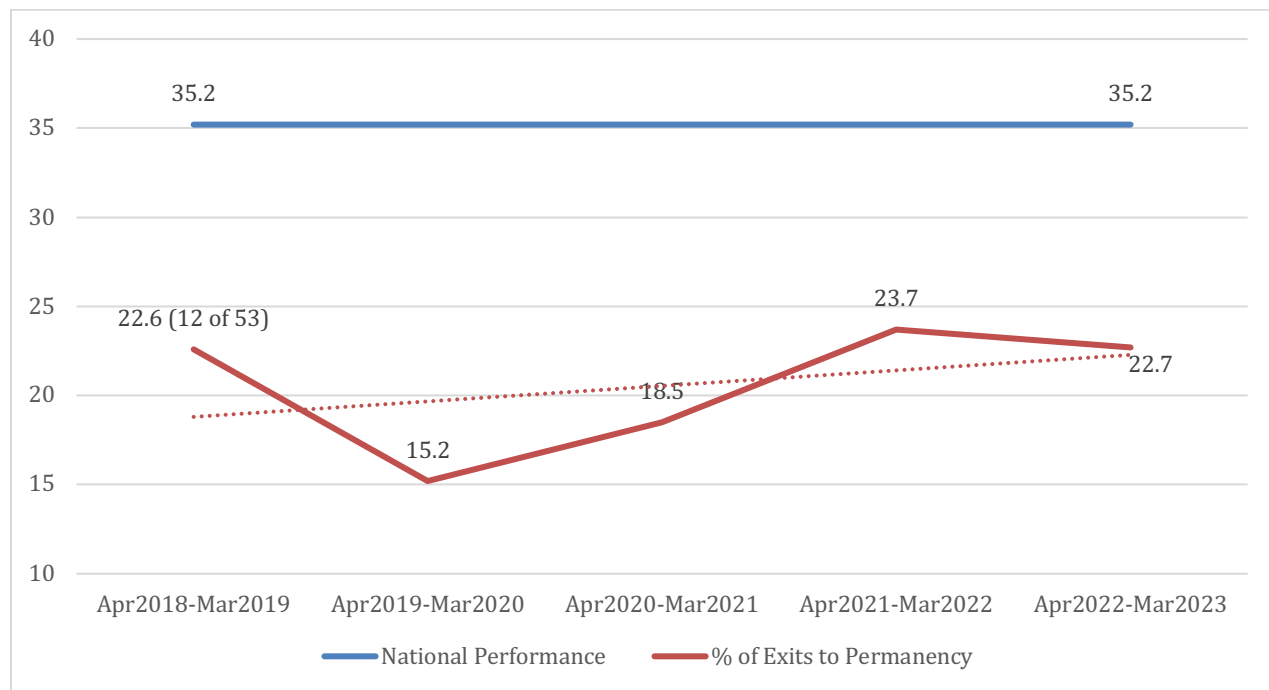
CSA Baseline: Q1 2024 22.7

The national performance standard for this measure is >35.2%. Lake County performed below the performance standard for all five years in this reporting period. The County has not met this standard for the past five years, with a low rate of 15.2 from April 2019 to March 2020 and their highest rate of 23.7 from April 2021 to March 2022.

The County recognizes that this area requires improvement, as performance remains below the national performance standard in the most recent CCWIP data at 8%. Contributing factors include limited local resources and placement options, delays in the identification and engagement of fathers, and complex family needs such as intergenerational substance use and mental health concerns that necessitate extended treatment timelines. Additional barriers include Court-related factors, such as frequent visitation orders, multiple contested hearings, and reduced timeframes for parents to complete Court-

ordered services. To mitigate these barriers, the County is prioritizing P-1 in the current SIP cycle by enhancing Family Time/progressive visitation practices to support improved reunification outcomes.

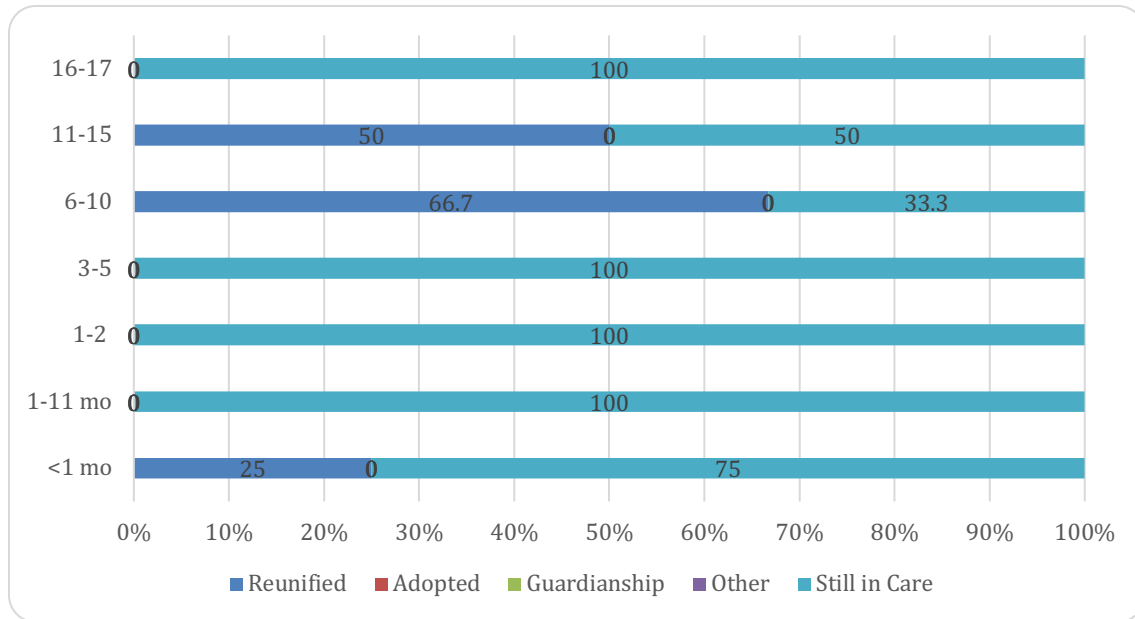
FIGURE 7: P-1 - PERMANENCY WITHIN 12 MONTHS, 2018 – 2023



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

Youth aged 16-17 years are often displaying behavior issues that would make reunification in a timely manner difficult as well, particularly if placed in an out-of-county Short Term Residential Therapeutic Placement (STRTP).

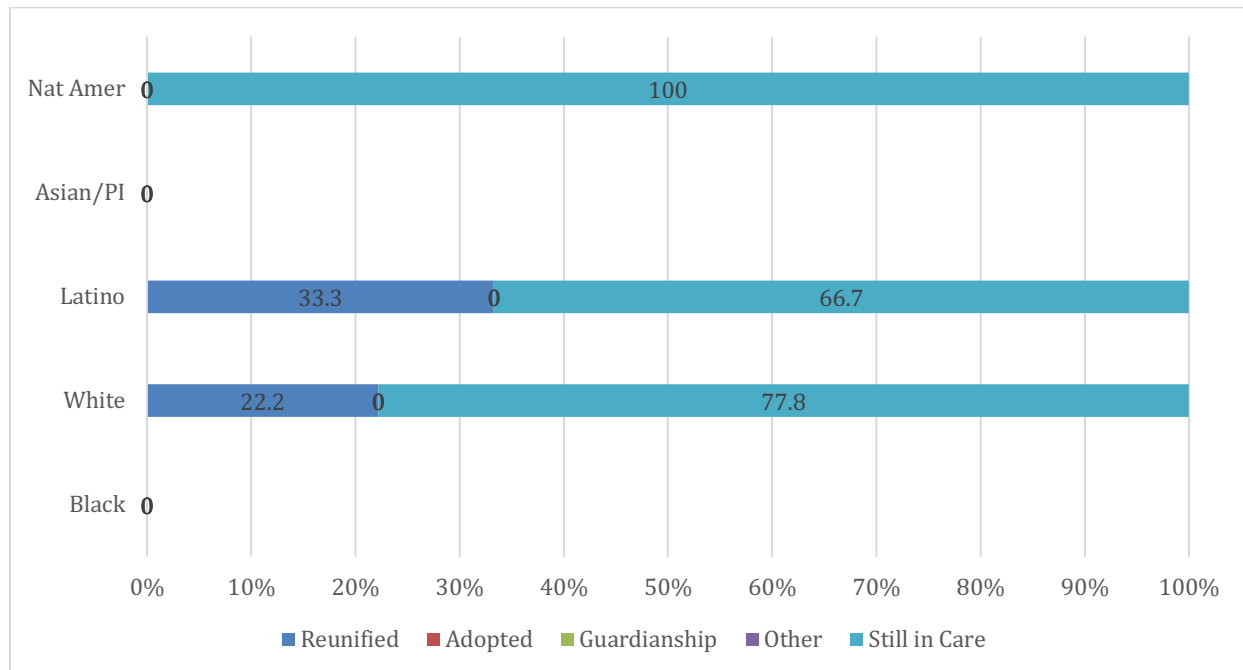
FIGURE 8: P-1 - PERMANENCY BY AGE GROUP BY TYPE OF PERMANENCY, APRIL 1, 2022 – MARCH 30, 2023



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

Figure 9 shows that no racial group exited to permanency above (better than) the national performance.

FIGURE 9: P-1 - PERMANENCY BY ETHNICITY BY TYPE OF PERMANENCY, APRIL 1, 2022 – MARCH 30, 2023



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

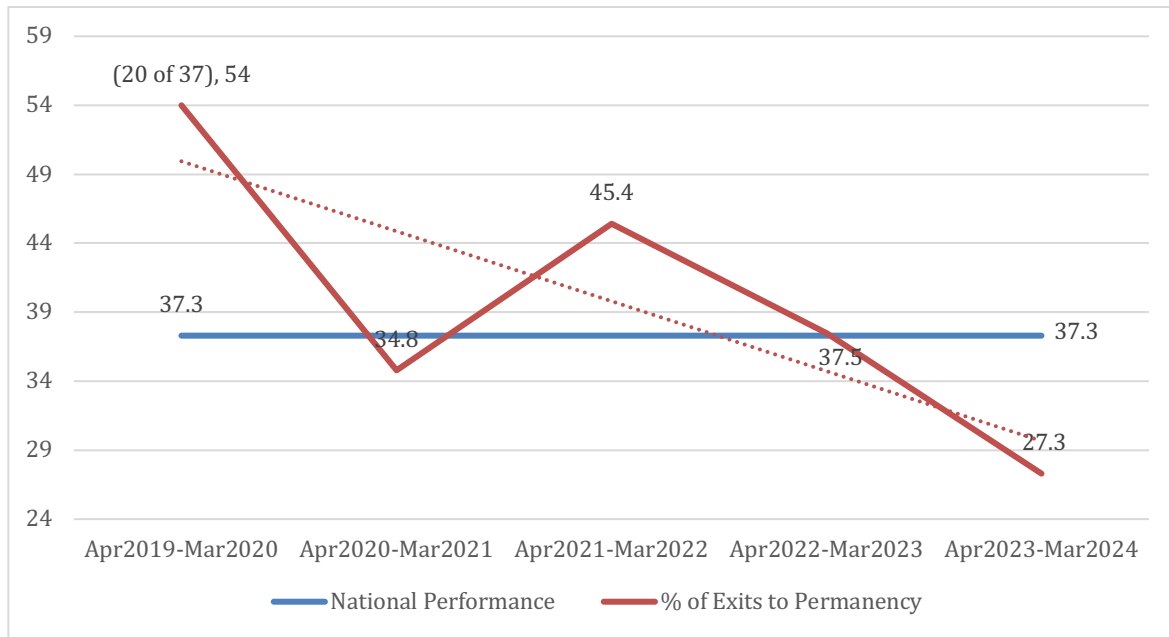
P-3-Permanency in 12 Months (In Care 24 Months or More)

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

CSA Baseline: Q1 2024 27.3%

The performance standard for this measure is >37.3%. The County performed better than the performance standard in three of the last five years. In 2019-20 they achieved permanency for 54% of the children in this cohort. In 2021-22 they achieved permanency for 45.4% of children, and in 2022-23, they achieved permanency for 37.5% of children. In 2020-21 and 2023-24, they were below (not meeting) the performance standard at 34.8% and 27.3% respectively; however, the most recent CCWIP data indicates that in Q1 2025, the County improved its P-3 performance, achieving a reunification rate of 47.4%, which exceeds the national performance standard. The County will sustain this progress by improving P-1 through the Family Time/progressive visitation SIP strategy, which is expected to have a direct positive impact on P-3 as well.

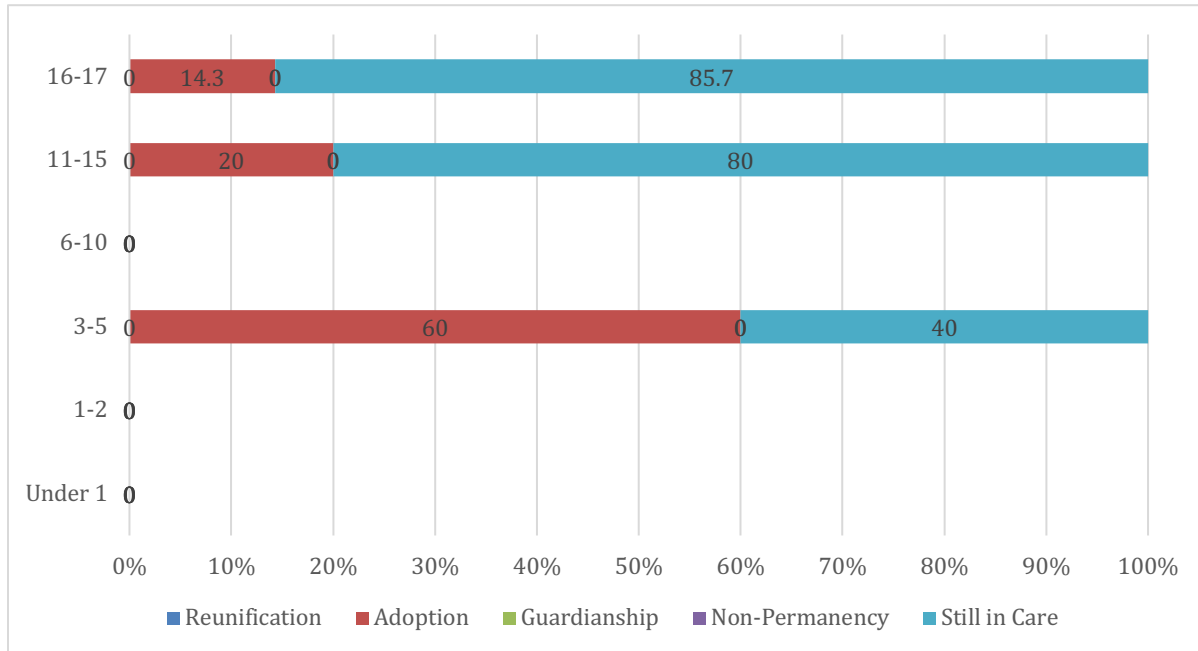
FIGURE 10: P-3 - PERMANENCY FOR CHILDREN IN CARE OVER 24 MONTHS, 2019 – 2024



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

Figure 11 shows that children aged 16-17 have the lowest rates of permanency, followed by ages 11-15.

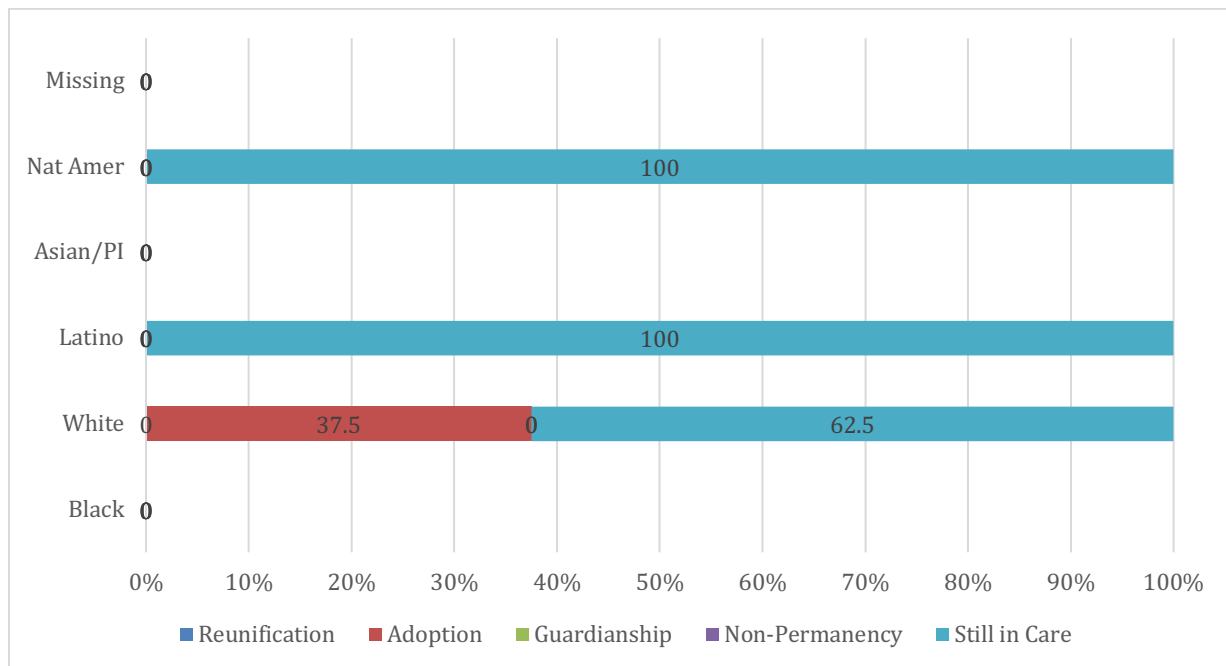
FIGURE 11: P-3 - PERMANENCY BY AGE GROUP BY TYPE OF PERMANENCY, APRIL 1, 2023, TO MARCH 31, 2024



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

Figure 12 shows that Native American and Latino children have the lowest rates of permanency.

FIGURE 12: P-3 - PERMANENCY BY ETHNICITY BY TYPE OF PERMANENCY, APRIL 1, 2023, TO MARCH 31, 2024



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

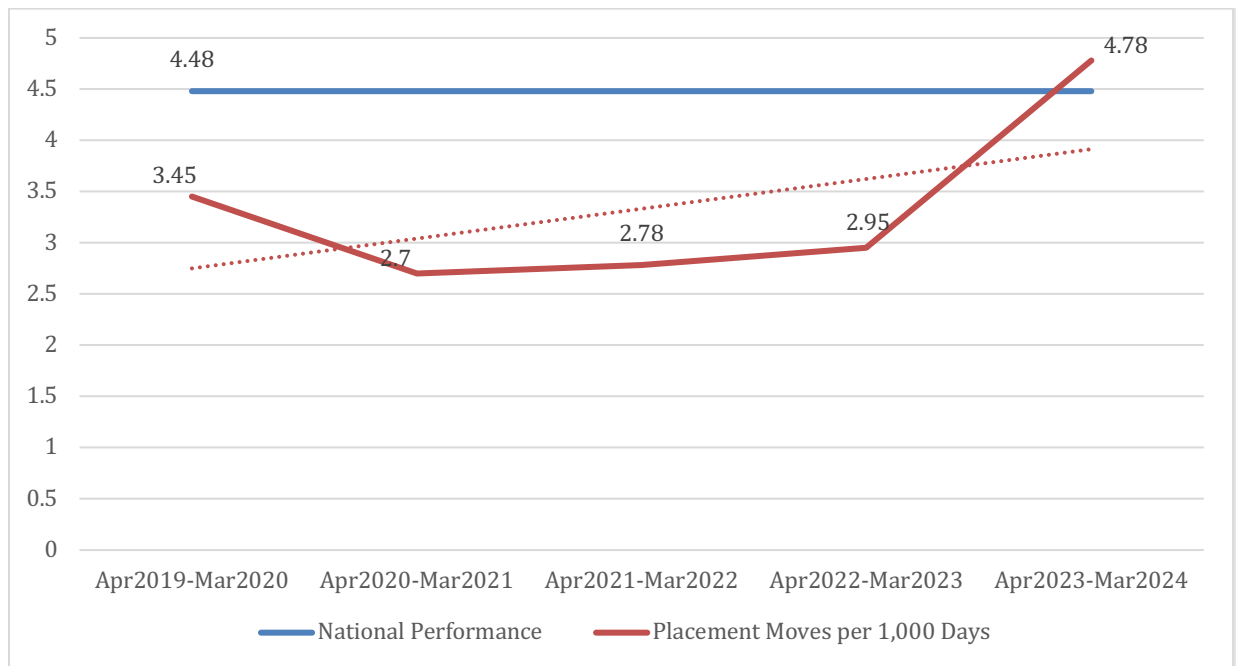
P-5-Placement Stability

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

CSA Baseline: Q1 2024 4.78 (26 of 5,438)

The National performance standard is less than or equal to 4.48 moves per 1,000 days. Over the five-year reporting period, Lake County performed better than the performance standard in four of the five years. The County exceeded the national performance for four of the past five years, except for the most recent reporting period of April 1, 2023- March 31, 2024 at 4.78 placement moves per 1,000 days; however, the most recent CCWIP data indicates that in Q1 2025, the County improved its P-5 performance, achieving a placement stability rate of 4.09, which exceeds the national performance.

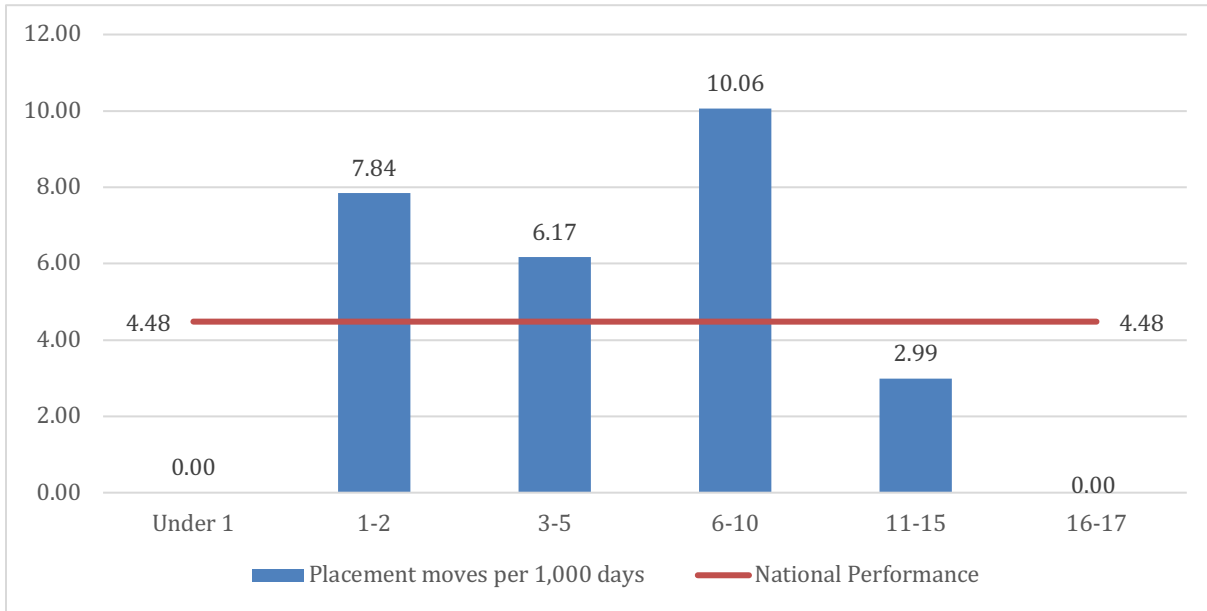
FIGURE 13: P-5 - PLACEMENT STABILITY, 2019 – 2024



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

Figure 14 shows that children aged 1-2, 3-5, and 6-10-years experienced placement change rates above (not meeting) the national performance standard.

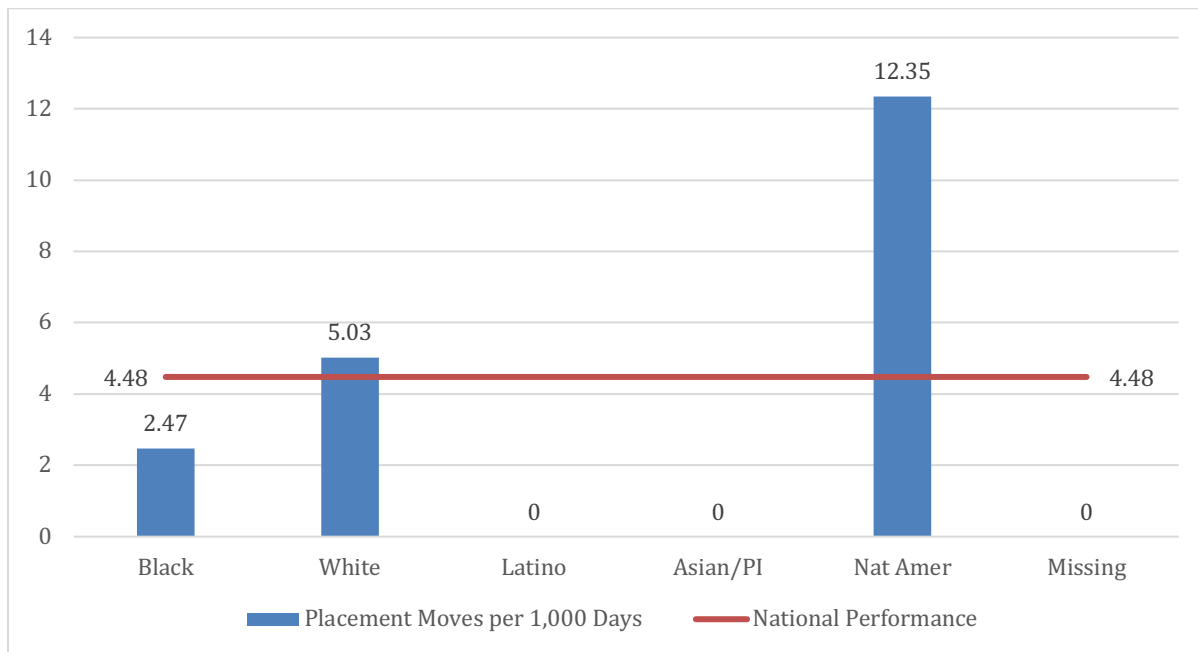
FIGURE 14: P-5 - PLACEMENT STABILITY BY AGE, APRIL 1, 2023, TO MARCH 31, 2024



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

Figure 15 shows Native American children experienced the highest rate of placement changes at 12.35 followed by White children at 5.03. While Native American children experienced the highest rate of placement changes, this depicts only one placement move in 81 foster care days.

FIGURE 15: P-5 - PLACEMENT STABILITY BY ETHNICITY, APRIL 1, 2023, TO MARCH 31, 2024



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

2-B-Referrals by Time to Investigation

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

CSA Baseline: Q1 2024 IR: 87.1%, 10-Day: 76.7%

The compliance standard for 2-B is 90% of referrals receiving a timely in-person investigation. In 2019-20, 2020-21, 2021-22, and 2022-23, the County met or exceeded the standard for those referrals needing immediate investigation. The County failed to meet the standard in 2023-24.

For referrals requiring response within 10 days, the County only met the standard two years, in 2020 and 2021. In the other three years, their response rate ranged from 76.7% to 85.9%. Social workers reported that the lack of sufficient number of ER social workers, the high number of referrals they receive to investigate and the long distances they need to travel to clients' homes have made this standard difficult to meet.

While the County remains below the national performance in Q1 2025, performance has improved, with immediate response at 95.5% and 10-day responses at 79.8%.

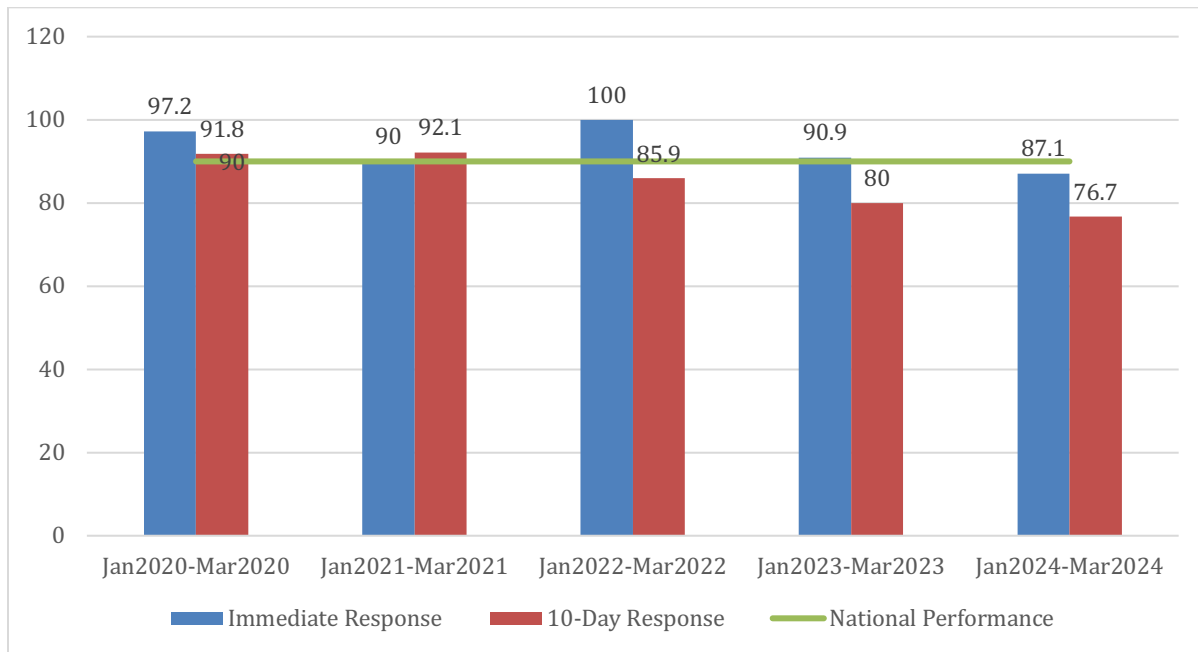
Lake County has completed a root cause analysis to determine why timely entry into the CWS/CMS system is out of compliance. The analysis identified that staffing shortages has led to inadequate data entry. In FY 23/24, the CWS experienced a 31% turnover rate. The CSA noted that a major challenge for Lake County is the rural and remote nature of the county. This has been further exacerbated by fires and floods which has drastically decreased the available housing in Lake County (CSA p. 45). As a result, ER social workers have high referral caseloads and tend to prioritize direct service over data entry. At the time of writing the CSA, the County was experiencing a 12.5% vacancy rate (August 2025) (CSA p. 44). The County believes this performance reflects data entry delays rather than practice, as social workers are consistently investigating referrals in a timely manner. Despite implementing multiple process improvement strategies such as utilizing an aide to assist ER units with placement paperwork and case initiation, it was determined that additional full-time equivalents (FTEs) are necessary to adequately support the child welfare program. Additionally, a System Support Analyst generates quarterly data reports to monitor data entry.

The County has successfully recruited new staff through targeted strategies including open and continuous hiring; however, the high demands placed on social workers make retention challenging. In tracking the trends in resignations, many Social Workers leave to similar positions that pay more in surrounding counties, move nearer to family, or are released from probation (CSA p. 45). Additionally, Lake County has experienced a significant increase in referrals and cases over the past fiscal year, with no concomitant increase in social work staff to support the work. As a result of these findings, a proposal is being submitted to the Board of Supervisors (BOS) requesting an increase in FTEs. If approved, this is expected to improve timely data entry and overall program performance.

In addition to the request for additional FTEs, the agency, through its proposed SIP strategies, plans to streamline processes to further support timely data entry including the requirement of social workers to document their initial contacts on all referrals in a timely manner. It remains uncertain how the implementation of the CARES system, which will occur during this SIP cycle, will impact data entry; therefore, the agency will monitor and adjust practices as needed to ensure compliance and efficiency.

Throughout the stakeholder process and Peer Review, a notable strength identified was the strong teamwork among staff, supervisors, and managers, and the County is hopeful that tangible staffing improvements can be realized.

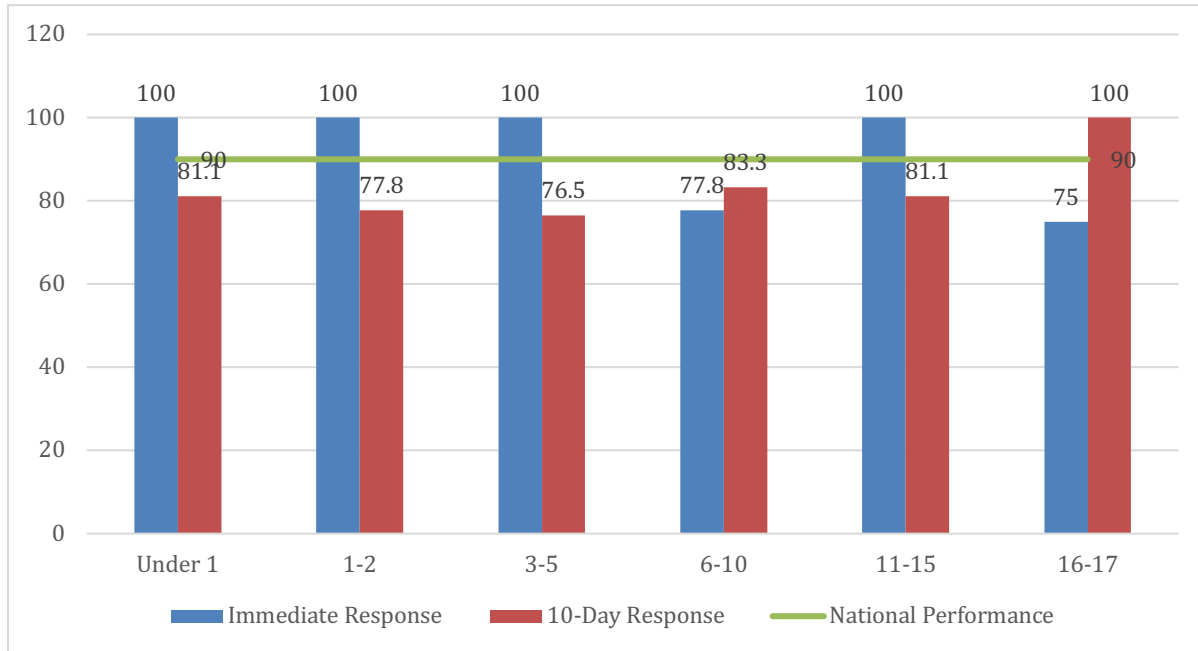
FIGURE 16: 2-B - TIMELY INVESTIGATION, JAN 2020 – MAR 2024



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

Figure 17 shows that all age groups met the standard for timely Immediate Response except for children aged 6 to 10 years old and youth 16 to 17 years of age. No age groups met the standard for timely 10-Day Response other than youth 16 to 17 years old.

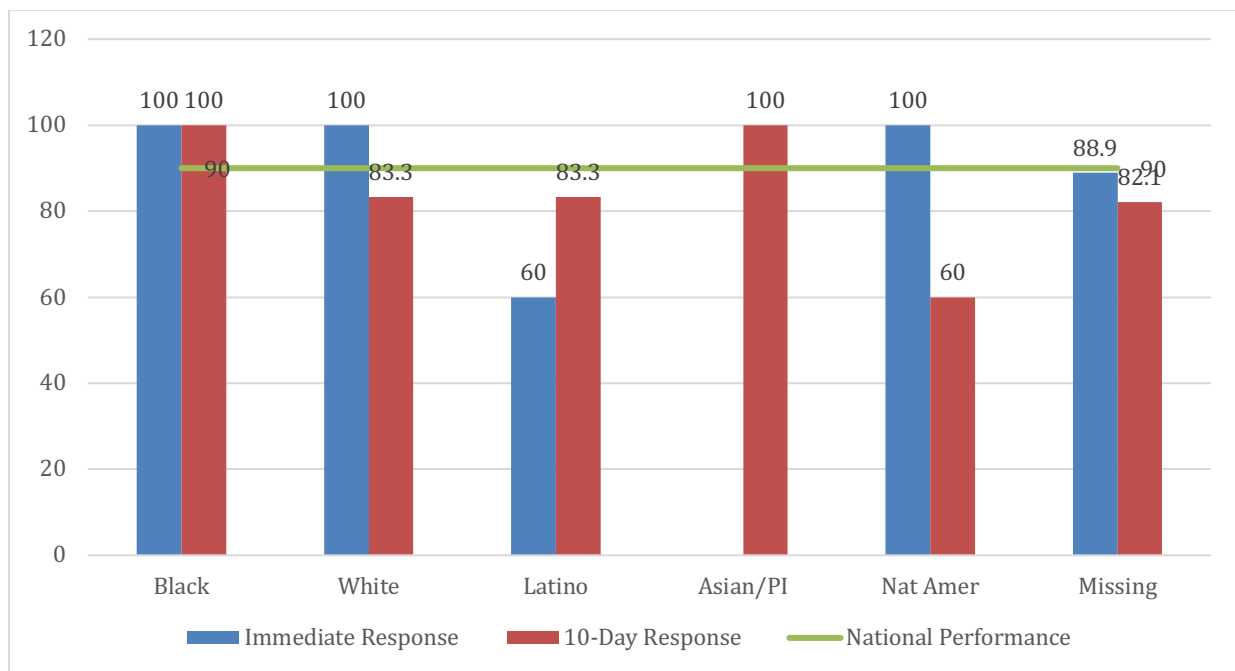
FIGURE 17: 2-B - TIMELY INVESTIGATION BY AGE, APRIL 2024 – JUNE 2024



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

Figure 18 shows that Black, White, and Native American children received timely immediate responses in 100% of referrals, while Latino children received timely immediate response on only 60% of referrals. On 10-day response referrals, Black and Asian Pacific Islander children received 100% timely responses, and other ethnic groups did not receive timely responses as frequently.

FIGURE 18: 2-B - TIMELY INVESTIGATION BY ETHNICITY, APRIL 2024 – JUNE 2024



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

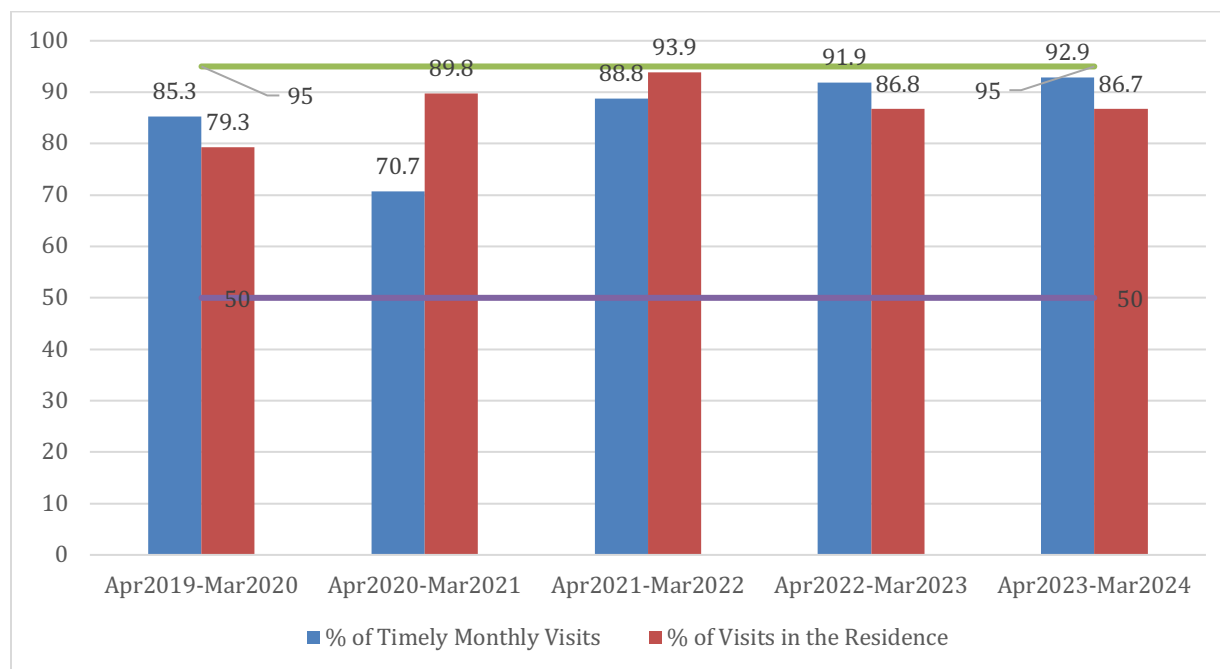
2-F-Monthly Visits (Out of Home) & Monthly Visits in Residence (Out of Home)

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

CSA Baseline: Q1 2024 Out of Home: 90.5%, In Residence: 85.9%

Over the past five-year period, the County has not met the 95% standard for monthly contacts in any year. For the past three years, the County has nearly met the standard at 93.9%, 91.9% and 92.9% but still fallen short. The County maintained strong performance in contacting children in their residences over the entire five-year period. The County believes these figures reflect data entry delays rather than practice, as social workers are consistently supervising parent/child visits at least monthly. According to the Q1 2025 CCWIP data, compliance has decreased to 83.5% for timely monthly visits, with 74.1% occurring in the residence. The County believes these figures reflect data entry delays rather than practice, as social workers are consistently supervising parent/child visits at least monthly.

FIGURE 19: 2-F - TIMELY MONTHLY VISITS AND MONTHLY VISITS IN RESIDENCE, 2019 – 2024



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

Table 3 shows that for infants under the age of one year old and teenagers, ages 11-15 and 16-17 the standard for timely monthly visits was not met. All age groups exceeded the standard for percent of visits in the residence.

TABLE 3: 2-F - TIMELY MONTHLY VISITS BY AGE, APRIL 2023 – MARCH 2024

Age Group	Children in Out-of-Home Placement	Placement Months	Months with Visits	Percent with Visits	Months with Visits in the Residence	Percent with Visits in the Residence
	n	n	n	%	n	%
Under 1	M	59	56	94.9	52	92.9
1-2	18	127	123	96.9	112	91.1
3-5	20	192	188	97.9	168	89.4
6-10	M	82	80	97.6	65	81.3
11-15	24	202	179	88.6	149	83.2
16-17	12	84	67	79.8	56	83.6
Total	95	746	693	92.9	602	86.9

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

Table 4 shows that LatinX and Native American children were visited monthly, so met the standard for timely monthly visits while Black and White children were visited less frequently.

TABLE 4: 2-F - TIMELY MONTHLY VISITS BY ETHNICITY, APRIL 2023 – MARCH 2024

Ethnic Group	Children in Out-of-Home Placement	Placement Months	Months with Visits	Percent with Visits	Months with Visits in the Residence	Percent with Visits in the Residence
	n	n	n	%	n	%
Black	M	53	45	84.9	44	97.8
White	75	565	524	92.7	466	88.9
Latinx	11	108	104	96.3	76	73.1
Asian/PI	.	.	.	.	.	.
Nat Amer	M	20	20	100.0	16	80.0
Missing	.	.	.	.	.	.
Total	95	746	693	92.9	602	86.9

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

Probation Summary of Outcome Data Measures

The section below includes an overview of Lake County Probation's current performance in outcome measures defined by State and Federal guidelines. Each section will include a definition of the measure, a data set, and an analysis of Lake County's performance. **All data figures presented in this section are**

taken from data extract Q1 2024. Some data sets are clarified with information collected from the UC Berkeley California Child Welfare Indicators Project (CCWIP) website.

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

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

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

S-1-Maltreatment in Foster Care

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

CSA Baseline: Q1 2024 0 (0 of 717)

The national performance standard for this measure is <9.07. During the reporting period, April 1, 2023, to March 31, 2024, Lake County’s children experienced a victimization rate of zero (0 of 745 days), exceeding the national performance. Juvenile Probation has maintained a rate of zero maltreatment of children for the past five-year period. As of the Q1 2025 CCWIP data, the department remains at 0.

S-2-Recurrence of Maltreatment

This measure is not applicable to Probation.

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

P-2 – Permanency in 12 months for children in Foster Care 12-23 months

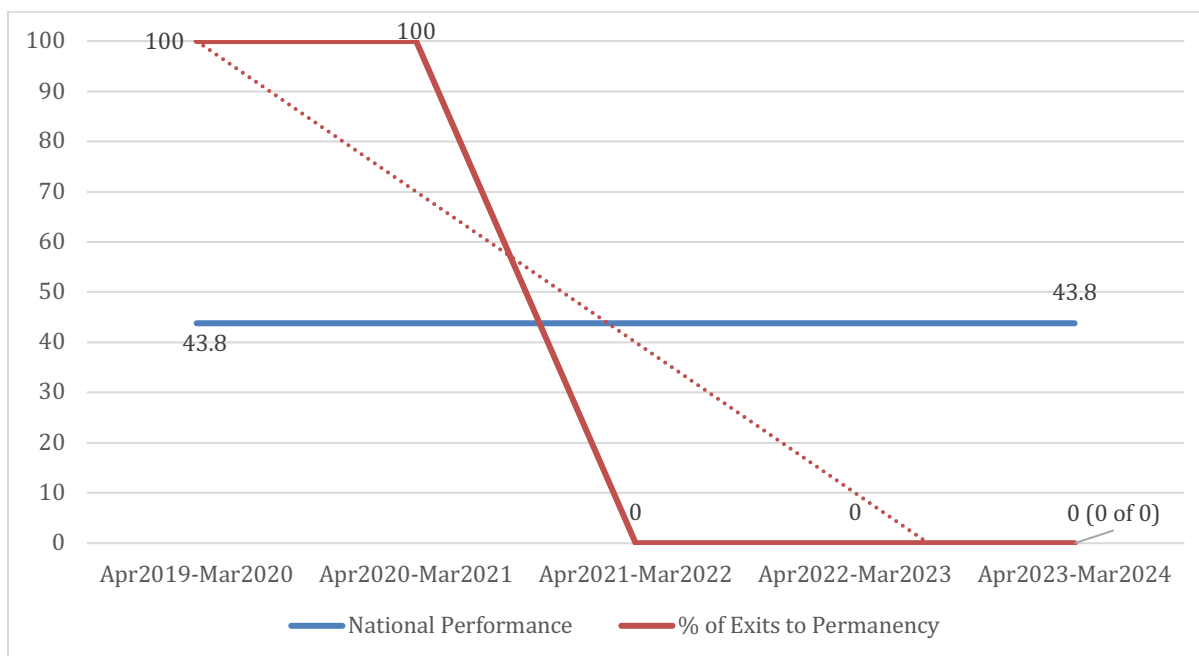
This measure is defined as “Of all children in foster care on the first day of the 12-month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period?”

CSA Baseline: Q1 2024 0% (0 of 0)

The national performance standard is >43.8% of children will exit to permanency. In 2019-20 and 2020-21, Probation was able to successfully reunify 100% of youth within 24 months. There were no youth included in the Q1 2025 CCWIP data. In 2021-22 and 2022-23, Probation was unable to reunify any youth. This is likely a reflection of the characteristics of youth who remain in placement for extended periods. Youth who enter a probation placement typically do so after other interventions have been unsuccessful or after a serious criminal charge. They have higher needs or require more extensive treatment than youth who do not enter care. For example, standard treatment for youth who commit sexual offense is 18 months and they cannot return home until treatment is completed, as typically, the victim still resides in the home. Other youth are placed in particular programs requiring specialized treatment in areas for acute behavioral problems that if not addressed, would create a significant threat to community safety. Permanency is not an option for these youth until treatment is complete. Additionally, AWOL youth and youth who would like to enter extended foster care also rarely achieve permanency. The Probation Department’s goal is to improve all permanency outcomes regardless of the length of time in care. In

2023-24, Probation had no youth in this category. There were no youth included in the Q1 2025 CCWIP data.

FIGURE 20: P-2 - PERMANENCY TIME IN CARE 12 TO 23 MONTHS, 2019 – 2024



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

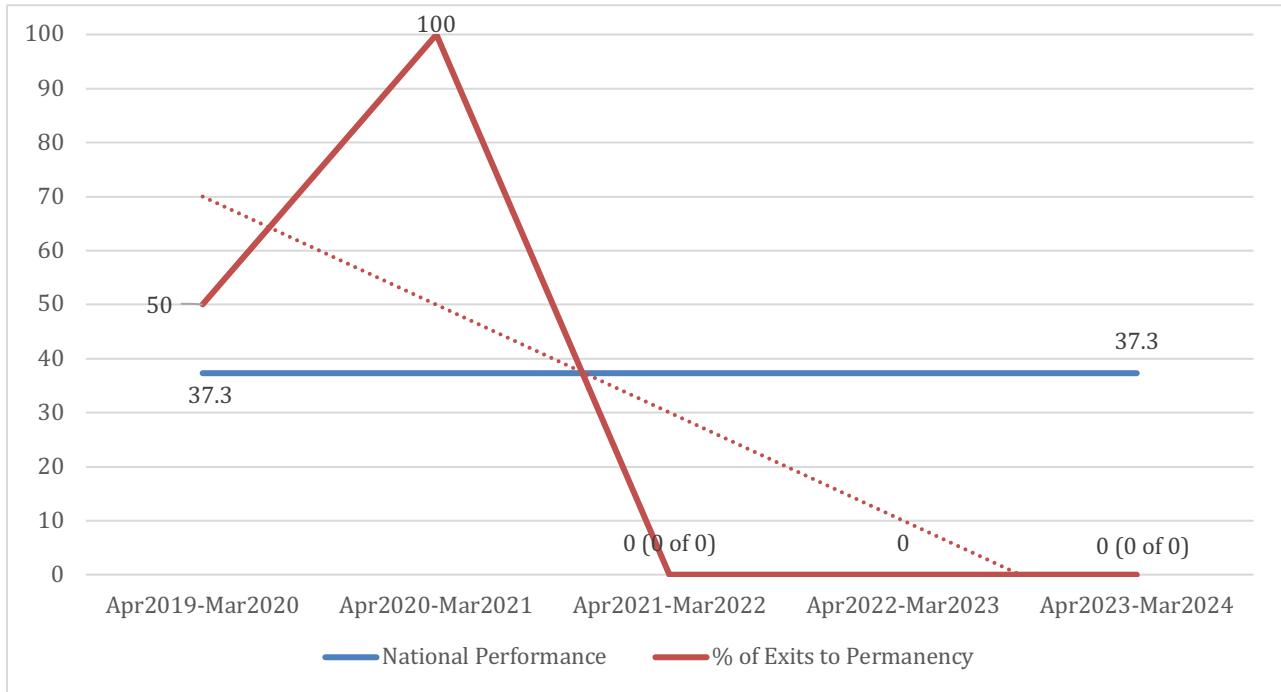
P-3-Permanency in 12 Months (In Care 24 Months or More)

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

CSA Baseline: Q1 2024 0% (0 of 0)

The national performance standard for this measure is >37.3%. In 2019-20, Probation achieved permanence for 50% of youth in care for over 24 months and in 2020-21, achieved 100% permanence. There were no youth included in this measure in the Q1 2025 CCWIP data. This is likely a reflection of the characteristics of youth who remain in placement for extended periods. Youth who enter a probation placement typically do so after other interventions have been unsuccessful or after a serious criminal charge. They have higher needs or require more extensive treatment than youth who do not enter care. For example, standard treatment for youth who commit sexual offense is 18 months and they cannot return home until treatment is completed, as typically, the victim still resides in the home. Other youth are placed in particular programs requiring specialized treatment in areas for acute behavioral problems that if not addressed, would create a significant threat to community safety. Permanency is not an option for these youth until treatment is complete. Additionally, AWOL youth and youth who would like to enter extended foster care also rarely achieve permanency. The Probation Department’s goal is to improve all permanency outcomes regardless of the length of time in care. There have been no youth in this cohort in 2021-22 and 2023-24.

TABLE 21: P-3 – PERMANENCY IN 12 MONTHS (IN CARE FOR 24 MONTHS OR MORE), 2019 –2024



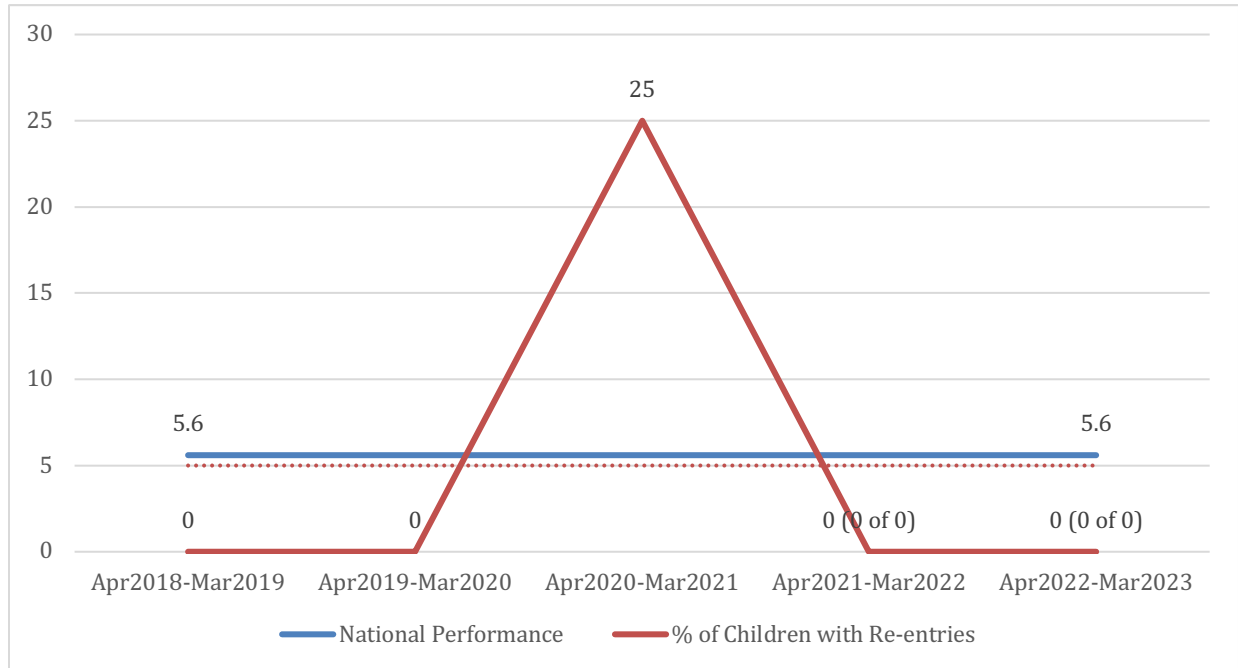
P-4-Re-entry to Foster Care in 12 Months

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

CSA Baseline: Q1 2024 0% (0 of 0)

The national performance for P-4 is <5.6%. Over the past five years, Probation has had only one reentry, in 2021-22. Due to the extremely small number of Probation youth in placement, this one reentry caused the rate to spike to 25% in that year. There were no youth included in this measure in the Q1 2025 CCWIP data.

FIGURE 22: P-4 - RE-ENTRY INTO FOSTER CARE, 2018 – 2023



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

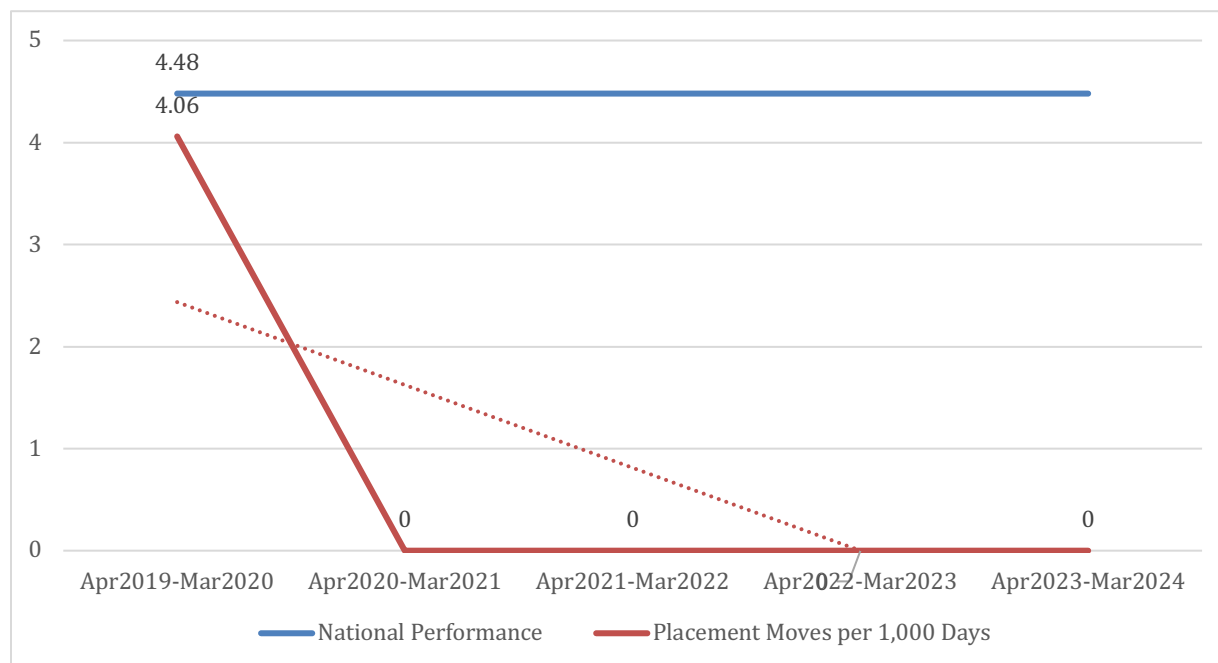
P-5-Placement Stability

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

CSA Baseline: Q1 2024 0% (0 of 581)

The national performance standard is less than or equal to 4.48 moves per 1,000 days. For the last five years, Probation has performed extremely well on this measure, having no placement moves at all for the last four years. There were no youth included in this measure in the Q1 2025 CCWIP data.

FIGURE 23: P-5 - PLACEMENT STABILITY, 2019 – 2024



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

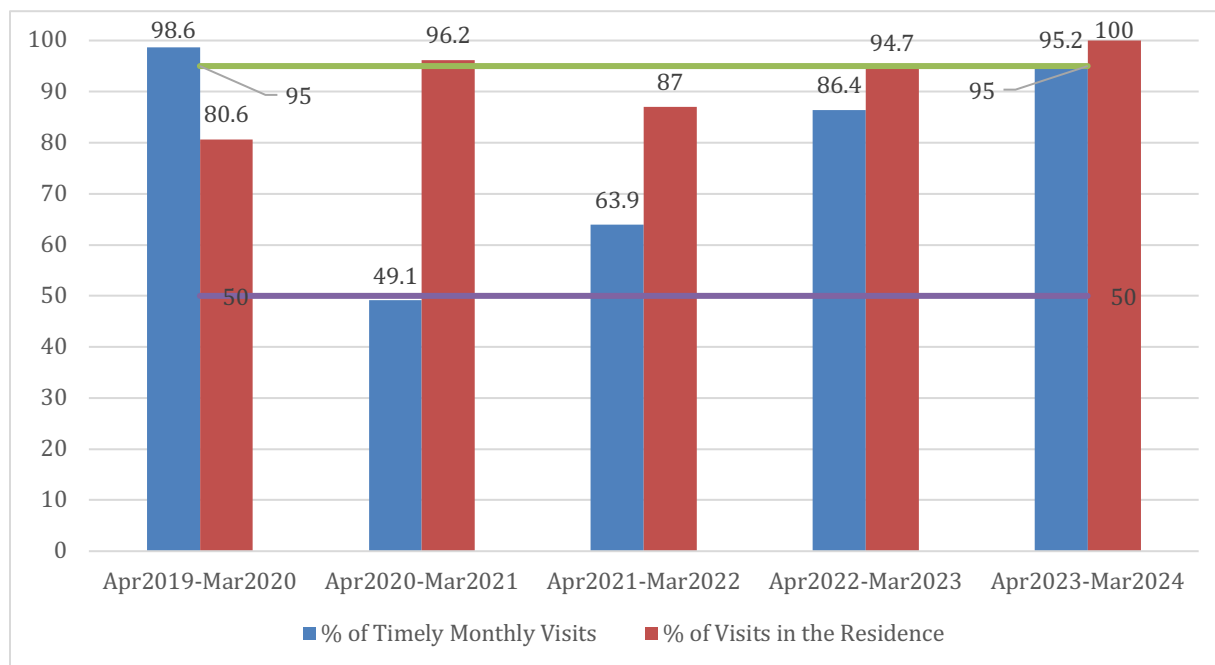
2-F-Monthly Visits (Out of Home) & Monthly Visits in Residence (Out of Home)

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

CSA Baseline: Q1 2024 Out of Home: 95.2%, In Residence: 100%

Over the last five-year period, Probation has met the standard for monthly visitation in only two years, 2019-20 and 2023-24. In the other years, the COVID pandemic inhibited placement visits. Probation has visited the overwhelming majority of youth (ranging from 80.6% to 100%) in their homes in all five years. The department has continued to make progress in this outcome, as reflected in the most recent Q1 2025 CCWIP data showing that 100% of visits occurred in a timely manner.

FIGURE 24: 2-F - TIMELY MONTHLY VISITS AND MONTHLY VISITS IN RESIDENCE, 2016 – 2021



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

PROBATION OUTCOME MEASURES NEEDING IMPROVEMENT

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

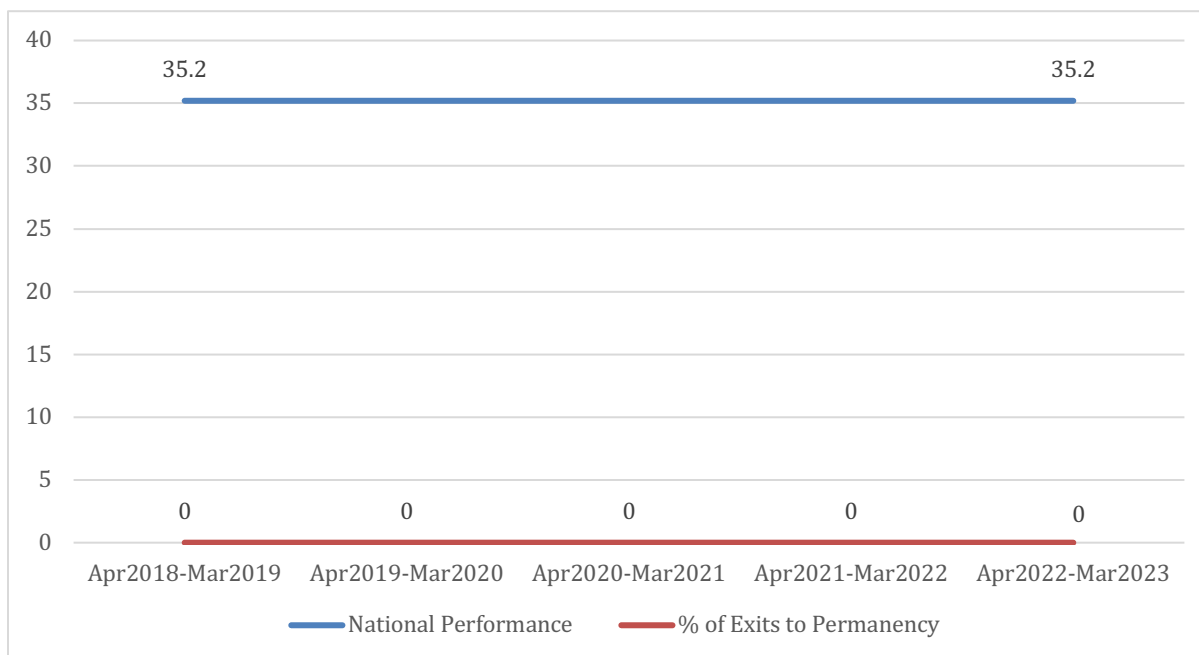
P-1-Permanency in 12 months (Entering in Foster Care)

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

CSA Baseline: Q1 2024 0%

The national performance standard for this measure is >35.2%. The County has been unsuccessful in reunifying any Probation youth with their families within 12 months over the last five years. Probation places very few youth in foster care and their needs are such that they are in highly structured STRTPs, with treatment plans requiring treatment for longer than 12 months before they can be returned to their communities. This trend continues in the Q1 2025 data.

FIGURE 25: P-1 - PERMANENCY WITHIN 12 MONTHS, 2018 – 2023



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

P-1–Permanency in 12 months by Age and Ethnicity, April 1, 2022 – March 31, 2023

Stratified data for this outcome for Lake County Probation is masked in order to protect the confidentiality of the individuals summarized in the data. All youth included in this outcome were White and ages 12-17.

Prioritization of Direct Service Needs

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

Outcome measure data showed that 50% of all children who entered foster care between January 2023 and December 2023 were aged five and under. The age range with the highest percentage of substantiations resulting in removal is children under age 1 (20.0 per 1,000 children). Neglect (general and severe combined) is the most common allegation at 54.5% of all allegations. These referrals generally involve substance abuse, domestic violence, and mental health issues related to the caregiver or in some way impacting the care of the child. Substance Use Disorder is commonly linked to cases involving domestic violence and mental health issues.

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

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

PROGRAMS

Lake County prioritizes the implementation of direct prevention services that align with OCAP goals and address the unique needs of families in the community. Several community-based programs are funded through OCAP and play a critical role in reducing child abuse and neglect, building protective factors, and supporting family stability.

Differential Response (DR) is a core prevention strategy in Lake County and is delivered in partnership with the Lake Family Resource Center and the Lake County Office of Education. The DR program engages families who are at risk of child welfare involvement with the intent of connecting them to supportive community-based services that address risk factors and reduce the need for Child Welfare intervention. DR offers assessment-focused coordinated services to children and their families by focusing on the family's strengths and needs and connecting them to appropriate community services to promote child safety and well-being. DR services are intended to be short-term and intensive for an average of six months with the option to extend if deemed necessary to complete case plan goals. Case plan goals are co-created by the family alongside the DR provider by focusing on the family's strengths and needs and connecting them to appropriate community services that promote child safety and well-being. Services are tailored to each family's needs and often include case management, home visiting, in-home parenting education, translation services, concrete supports, and referrals and information.

The goals of DR are:

- Identify the family's strengths and needs while honoring the family's diversity and uniqueness.
- Build a family well-being action plan that will provide a safe and stable environment and will enrich the well-being of the family.
- Connect the family to the right community resources and lasting supportive connections.

Nurturing Parent Program provides in-home instruction for DR Clients. The program is a more individualized service designed to meet the unique needs of families referred through the DR program. Provided by the Lake Family Resource Center, this program delivers one-on-one parenting education using the Nurturing Parenting curriculum in the family's home environment. The home-based model reduces barriers to access, allows for greater flexibility, and provides direct coaching within the context of each family's day-to-day life. Separate instruction is provided to parents, adolescents, and younger children to ensure content is developmentally appropriate and supports the family as a whole. The goal is to reinforce positive parenting practices and reduce the likelihood of future CWS involvement.

Lake County Child Abuse Prevention Council (CAPC) is administered by the Lake County Office of Education, Healthy Start program. The Lake County Office of Education is also referred to as the Lake County Children's Council. Established in 1992, the Council provides education and training to schools, parent groups, and community organizations to prevent child abuse and neglect both in and outside the home. It works to improve the coordination of countywide prevention services and build collaboration

among agencies serving children and families. The Council also leads the “Resilient Lake County” workgroup, which focuses on educating the public and implementing the Comprehensive Prevention Plan. As the County Children’s Trust Fund commission, the Council allocates CBCAP funds to support direct services, collaboration, capacity building, and child abuse awareness activities. Funded providers report regularly at quarterly Council meetings and submit written updates aligned with CAPIT/CBCAP/PSSF reporting requirements. Through cross-sector coordination, public education, and oversight of CBCAP-funded programs, the Children’s Council plays a central role in advancing Lake County’s prevention priorities.

All programs are designed to strengthen families and promote long-term stability. Services are informed by stakeholder feedback, data analysis, and alignment with the County’s System Improvement Plan goals. Lake County continues to prioritize these direct services for their demonstrated effectiveness, accessibility, and ability to intervene early.

Parent Engagement Group is facilitated by CWS Social Workers to provide peer support groups that help parents actively engage in the Child Welfare Services (CWS) process and empower them to achieve their goals. The program supports parents in understanding the court process, working through anger, denial, and grief related to separation from their children, accepting responsibility, and building trust with CWS staff.

Upon successful completion of both the Parent Engagement and Nurturing Parenting Program®, parents advance to the Parent Empowerment Group. This group encourages parents to advocate for themselves and their children, apply positive parenting skills, seek support for child-related challenges, and provide peer feedback and support to other parents.

The goals of the program are to strengthen parental engagement and confidence, enhance communication and partnership between parents and CWS staff, promote family stability and reunification, and support parents in developing the skills and resilience necessary to maintain the safety and well-being of their children.

Adoptions Case Management is a program provided through CDSS Adoptions that serves children in out-of-home care who require permanent families through adoption. In 2024, LCDSS concluded its contract with CDSS Adoptions, which included completing home and safety assessments and family evaluations. The program conducts case consultations to identify appropriate pathways to permanency and performs adoptability determinations in accordance with WIC Sections 361.5, 366.21, 366.22, and 366.25.

Services include preparing preliminary and final reports for court hearings, providing expert testimony when requested, and offering guidance to caregivers and birth families on kinship adoptions, post-adoption contact agreements, and relinquishment options. Children are matched with approved caregivers, and comprehensive medical and social histories are shared to support informed and successful placements. Staff provide ongoing supervision until adoption finalization and offer post-adoption services, including determining eligibility for the Adoption Assistance Program (AAP).

The goals of the Adoptions Case Management program are to ensure timely and thorough completion of assessments, enhance support for caregivers and birth parents throughout the adoption process, and strengthen post-adoption services to promote lasting permanency and stability for children and families.

Child Welfare / Probation Placement Initiatives

Child Welfare

Lake County has received waivers allowing RFA staff to carry cases as well as an exception to the requirement that social workers have MSWs. The County is not currently under any corrective action plans or involved with any lawsuits or settlement agreements.

FAMILY URGENT RESPONSE SYSTEM

The County implemented the Family Urgent Response System (FURS) in 2021. An MOU was developed to operate the County's FURS program. FURS is a coordinated statewide, regional, and county-level system designed to provide collaborative and timely state-level phone-based response and county-level in-home, in-person mobile response during situations of instability, to preserve the relationship of the caregiver and the child or youth. As of November 2024, Lake County Behavioral Health Services completed a total of 444 calls. Out of those calls 319 were successfully de-escalated over the phone. There were 125 field responses with an average of 46-minute response times.³ Of the 125 field responses, only three required a response from both CWS and Behavioral Health staff.

FAMILY FIRST PREVENTION SERVICES

Family First Prevention Services (FFPS) will enhance support services for families to help children remain at home and reduce the use of unnecessary congregate care placements by increasing options for prevention services, increasing oversight and requirements for placements, and increasing the requirements for congregate care placement settings. The County opted into the FFPS Part I. Lake County CWS and Juvenile Probation collaborated with Resilient Lake County to complete the Comprehensive Prevention Plan (CPP), which was approved in November 2023. Primary, Secondary, and Tertiary services have been identified. The FFPS planning team continues to meet regularly to discuss implementation and participates in the annual CDSS FFPS Statewide Collaborative Convenings. As noted at the Peer Review and Stakeholder Meeting, a result of the County's CPP implementation efforts has been improvement in engagement with Tribal leaders and overall Tribal collaboration.

INTERAGENCY PLACEMENT COMMITTEE (IPC)

The Interagency Placement Committee (IPC) continues to provide a multi-disciplinary approach for targeted case management and services for at-risk children with open CWS and Juvenile Probation cases. The IPC meets monthly when a child is in, or may require, a higher-level placement such as STRTP, Wrap, or Intensive Services Foster Care (ISFC). Once approved by Behavioral Health, CWS, and Probation, the IPC meet quarterly to determine whether the placement remains appropriate or if the child should be stepped down. When necessary, technical assistance from CDSS is requested.

CONTINUUM OF CARE REFORM

On October 11, 2015, Governor Brown signed AB 403 into legislation, better known as the Continuum of Care Reform (CCR) Act. The California Department of Social Services sponsored this bill to improve outcomes for youth placed into the foster care system and set up reforms to the child welfare system. AB 403 provides the statutory and policy framework to better ensure that the services provided to the child

or youth and his or her family are tailored toward maintaining a stable and permanent family environment upon returning home.

To meet Continuum of Care Reform (CCR) expectations, STRTP placements continue to be made very sparingly. Upon placement in Short Term Residential Treatment Facilities, transition plans are immediately implemented to expedite the child's return to the least restrictive placement. As of January 2024, there are 62 RFA homes in the county; therefore, the majority of children are placed in the county.

CHILD AND FAMILY TEAMS

Children and Family Teams (CFTs) help engage families, their natural supports, and community providers, thus creating a team. Additionally, CFTs are utilized throughout the life of a case, for critical decision points in cases, such as risk of removal from family of origin, placement change, or issues with visitation. Currently, CFT meetings are facilitated by a dedicated CWS Social Worker and supervisor. As CFT meetings are conducted with cultural responsiveness, the County ensures the inclusion of appropriate Tribal representatives to support the needs of Native children. To address racial disproportionality, the County incorporates each family's cultural values and practices into engagement and case planning.

CASE REVIEWS

Lake County's Case Reviewer is required to complete two case reviews per quarter. The analyst is completing these reviews from Sales Force and entering data into an Online Monitoring System (OMS) in a timely manner. This staff has received ongoing technical assistance from the California Department of Social Services.

COMMERCIALLY SEXUALLY EXPLOITED CHILDREN

Senate Bill 855, Commercially Sexually Exploited Children (CSEC), modified W&I Code 300 (b) to define sexual exploitation as sexual abuse and required mandated child abuse reports of CSEC, investigation by Emergency Response, and opening a CWS case if necessary.

West Coast Children's Clinic provides CWS social workers CSEC 101 and 102 training. CWS social workers are also trained in how to use the CSEC Screening Tool (CSE-IT).

Child Welfare and Probation

CORE PRACTICE MODEL

Child Welfare and Probation continue to work with Lake County Behavioral Health services to enhance interagency processes for screening, assessing, and treating foster children/youths in need of mental health services. Lake County continues to have a high level of leadership involvement and oversight in the broader probation, child welfare, and behavioral health partnership. Child Welfare and Probation facilitate regular meetings with Behavioral Health Services staff to ensure that the mental health referrals are received and appropriately addressed. The Child and Adolescent Needs and Strengths (CANS) tool is the accepted mental health screening tool for CWS, and CANS is one of the screenings used by Lake County Behavioral Health Services. Since the CANS language is shared, and the CANS results are shared, this process has improved communication between Child Welfare, Probation, and BHS.

PRESUMPTIVE TRANSFERS

In addition to CANS, Lake County has successfully implemented Presumptive Transfer of Specialty Mental Health Services. BHS, CWS, and Juvenile Probation agreed upon Presumptive Transfer processes and have submitted an MOU to County Counsel regarding these processes. Presumptive Transfer allows for consistent mental health care for dependents who are placed outside of Lake County. Processes are in place to ensure that Presumptive Transfer is discussed at the CFT with the parents, caregivers, and youth to gain insight into the youth's ongoing behavioral health case plan. If the dependent youth has received services from BHS, then BHS staff facilitate and conduct a warm hand off to the new mental health provider in the youth's county of residence. CWS and BHS will similarly collaborate when a youth returns to Lake County, when Presumptive Transfer ends.

AB 12 EXTENSION OF FOSTER CARE

Both Child Welfare and Probation are responsible for implementing specific state and federal initiatives. AB 12 is an important and continuing initiative that requires significant investment in staff time and collaboration.

Lake County collaborates with community partners to support and improve outcomes for transition-aged youth pursuant to AB12 – Extension of Foster Care. Lake County actively educates youth, families, and providers about resources and access for Non-Minor Dependents (NMDs). Due to lack of adequate housing and resources, it is difficult for NMDs to be placed in the county. Most NMDs participate in school programs including high school, vocational programs, junior colleges, and universities.

QUALIFIED INDIVIDUAL (QI) ASSESSMENTS

QI Assessments are completed by Behavioral Health for every youth being placed in an STRTP. The staff have been trained in making the referrals, completing Court documents, and filing for Court hearings.

Probation

CALIFORNIA'S CORE PRACTICE MODEL

Probation continues to work with Lake County Behavioral Health Services to enhance interagency processes for screening, assessing, and treating foster children/youth in need of mental health services. Lake County continues to have a high level of leadership involvement and oversight in the broader Probation/Behavioral Health partnership. Probation facilitates conference calls as needed with Behavioral Health Services staff to ensure that the mental health referrals are received and appropriately addressed. CANS is the accepted mental health screening tool for CWS, and CANS is one of the screenings used by Lake County Behavioral Health Services. Because the CANS language is shared, and the CANS results are shared, this process has improved communication between Probation and BHS.

Lake County has successfully implemented Presumptive Transfer of Specialty Mental Health Services. BHS, CWS, and Juvenile Probation agreed upon Presumptive Transfer processes and have submitted an MOU to County Counsel regarding these processes. Presumptive Transfer allows for consistent mental health care for dependents who are placed outside of Lake County. Processes are in place to ensure that Presumptive Transfer is discussed with the CFT, and a meeting is held whenever possible. If the dependent youth has received services from BHS, then BHS staff facilitate a warm hand off to the new mental health provider in the youth's county of residence. CWS and BHS will similarly collaborate when a youth returns to Lake County, when Presumptive Transfer ends.

AB 403 CONTINUUM OF CARE REFORM

On October 11, 2015, Governor Brown signed AB 403 into legislation, better known as the Continuum of Care Reform (CCR) Act. The California Department of Social Services sponsored this bill to improve outcomes for youth placed into the foster care system and set up reforms to the child welfare system. AB 403 provides the statutory and policy framework to better ensure that the services provided to the child or youth and his or her family are tailored toward maintaining a stable and permanent family environment upon returning home. This mandate became effective for Probation Departments on January 1, 2017.

Lake County Probation Department trained staff in the Resource Family Approval (RFA) process and family finding and engagement.

AB 12 EXTENSION OF FOSTER CARE

Both Child Welfare and Probation are responsible for implementing specific State and federal initiatives. AB 12 is an important and continuing initiative that requires significant investment in staff time and collaboration.

COMMERCIALLY SEXUALLY EXPLOITED CHILDREN (CSEC) LEGISLATION (SB1322)

Since the enactment of SB 1322 in September 2016, probation officers attend CSEC training and collaborate with Lake Family Resource Center, which has specific resources for youth who are victims of sexual abuse. Within the population of youth who are supervised in this Department, the data shows a low rate of CSEC youth.

QUALIFIED INDIVIDUAL (QI) ASSESSMENTS

QI Assessments are completed by Behavioral Health for every youth being placed in an STRTP. The staff have been trained in making the referrals, completing Court documents, and filing for Court hearings.

Strategy Summary

CHILD WELFARE

Strategy #1

Implement a progressive visitation policy that supports families to ensure timely and safe reunification. Social workers will utilize the policy and Behaviorally Based Case Planning to increase parent engagement and consistently assess for safety and risk.

Outcome Measure: P-1 Reunification in 12 Months (of entering foster care)

Purpose/Rationale

Enhancing the quality of visitation between parents and their children was identified as a need by Stakeholders. It was noted that while the parenting program provides valuable information, parents are not always applying these lessons learned with their children. Parents in their focus group reported that while they found the parenting classes to be helpful, the social workers did not integrate their learning into the assessment of their case plan progress. Parents also collectively expressed that there were not enough resources available to support trauma-informed bonding activities for parents and children.

The Lake County Juvenile Court requires parents and children to have frequent visitation. CWS's policy is that social workers supervise at least half of these with the other half being overseen by social services

aides. Visits present a valuable chance to evaluate parenting skills and offer coaching. The Family Time Visitation Framework will be used as a resource in the development of the policy. The Family Time Visitation outlines how Child Welfare Services provides safe, developmentally appropriate, and family-centered visitation to support parent-child connection and reunification. With more training and support, both social workers and aides can provide better guidance, coaching parents to practice and apply newly learned parenting techniques. This approach will strengthen parent engagement and encourage them to complete the behavior-focused portion of their case plan. By designing visitation plans that align with these case plans, social workers can monitor parents' progress during visits. Such coordinated, behaviorally driven plans also clarify expectations for parents, enabling them to move more efficiently toward reunification with their children.

Parent-child visitation, when implemented effectively, significantly impacts the reunification process in child welfare cases by maintaining and strengthening the parent-child bond, assessing parental progress, and facilitating a smoother transition home. Consistent and frequent visitation, both supervised and unsupervised, can decrease the time a child spends in out-of-home care and increase the likelihood of successful and lasting reunification.

Research suggests that quality parent-child visitation in the context of a reunification plan results in shorter foster care placement. Recent reviews have highlighted that visitation may not be uniformly beneficial, and positive impacts are more likely when supports and interventions are in place to promote high quality visitation (Boyle, 2017, Sen and Broadhurst, 2011, Ruiz-Romero et al., 2022).

Employing a visitation policy that provides meaningful parent-child visitation with a concrete plan, including objectives and goals that align with the parents' overall goals of demonstrating safety and protective factors, can address the reasons why the family came to the attention of the agency and ultimately mitigate safety threats and allow for successful reunification. Having specific activities that are related to the safety threat or reasons for which the family came to the attention of the agency is important so that families are aware of the agency's expectations and have a clearer understanding of what needs to be done to achieve the overall goal of reunification.

Training staff on the assessment of parents' strengths and needs as well as the basic concepts and strategies for coaching parents during visitation increases the likelihood of high-quality visits between parents and children that can contribute to emotional well-being, social development, and overall family cohesion for children, parents, and extended family, and ultimately, timely and successful reunification.

Communicating with the Court on how the agency will use visitation to enhance timely and successful reunification will allow the judicial process to further support the family. Preparing court reports can be highly time-consuming for social workers. With improved training in assessing parental strengths and needs, as well as more purposeful visitation practices, social workers will be better equipped and informed, thereby streamlining the process of report writing and reducing the time devoted to this responsibility. Furthermore, the overall advantage of implementing this strategy is that children may experience shorter durations in out-of-home care. This approach will allow families to move to unsupervised visitation sooner, which will lessen the supervisory demands placed on social workers for visitations.

Action Steps

1. Review current practice along with the existing visitation policies and procedures and the Family Time Framework and develop a policy by aligning the following:

- a. Existing visitation framework for visits occurring in the office and less restrictive settings
 - b. Family Time framework including the assessment and engagement of parents during visits
 - c. Parenting Program curriculum as approved by the County and implementation and monitoring tools
 - d. Court ordered case plans with an emphasis on behaviorally based outcomes including the Family Time plan
 - e. The consistent use of Safety and Risk Assessments during the visits.
 - f. Child and Family Team Meetings to engage the family and their support system in a transparent conversation regarding the progression of the visitation plan.
2. Develop an implementation plan that includes the roll out of the new policies, procedures, and CQI tools. Train staff on the Family Time Policies and Procedures, coaching, and implementation tools.
 3. Establish a communication plan and a feedback loop with other agencies including the court, FFAs and the parenting class contractors.
 4. Supervisors will discuss visitation plans with social workers during supervision at least monthly.
 5. Monitor the implementation of visitation progression through data collection and in-depth analysis of the parents' progress in making behavioral changes consistent with their case plan.
 6. Managers will review the data analysis and revise policies, procedures, practice, and training as necessary on a continual basis.

Evaluation

Utilize the CQI Tools which have been developed as part of this strategy to monitor the frequency and quality of supervisor discussions with social workers regarding the policy, the use of CFTs, and the implementation of the visitation policy.

Consideration for inclusion in the evaluation will be the findings of Case Review Item 8.

Case Review Item 8: "Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father, and siblings was of sufficient frequency and quality to promote continuity in the child's relationships with these close family members?"¹

Training

Train staff on the Visitation Policies and Procedures, coaching and implementation tools.

¹ Administration for Children and Families, Children's Bureau. *CFSR Quick Reference Items List*. Washington, DC: U.S. Department of Health and Human Services, 2016.
https://acf.gov/sites/default/files/documents/cb/cfsr_quick_reference_list.pdf.

Strategy #2

Strengthen emergency response protocols to ensure child safety by systematically reviewing recurrence referrals, maintaining compliance with Division 31 regulations, and utilizing SDM assessment tools.

Outcome Measure: S-2 Recurrence of Maltreatment

Purpose/Rationale

Understanding the underlying causes for recurrence of maltreatment is critical. Since 2018, Lake County has experienced a steady increase in the rate of recurrence. There are multiple factors contributing to the rate not meeting national performance standards.

In an initial analysis of the S2 data, it was identified that children under the age of 5 years are the most likely to experience recurrence of maltreatment. Additionally, analysis revealed that most of the cases that had a recurrence of maltreatment were after a referral was substantiated during the ER response, and the referral was not elevated to a case.

Another factor included a lack of effective and timely safety plans. Findings from the Peer Review highlighted that there was inconsistent use of the definition and purpose in the use of safety planning and risk assessment practices. This includes written safety plans, verbal safety plans, Division 31 SDM definition versus Child and Family Services Review definition (CSA P. 99). This included findings that referrals were closed with safety threats that were not mitigated and referrals that were closed without a safety reassessment. These discrepancies can lead to gaps in the assessment of safety and lack of appropriate plans that could leave children vulnerable.

While social workers are not creating safety plans and safety assessments utilizing consistent definitions, it is apparent that supervisors are not consistently reviewing the original safety threats for mitigation or for the required safety reassessment for referrals that have been submitted for closure. Given the importance of safety plans in preventing recurrence of maltreatment, efforts will be made to improve a shared understanding of the definition, purpose, and implementation of quality safety plans.

Another factor that may contribute to recurrence is the large backlog of open referrals. Due to competing demands, social workers are not entering their contacts in a timely manner, nor closing them within the Division 31 requirements. When referrals are closed beyond the 30-day time frame, the supervisors may become aware of circumstances that would have warranted a safety plan. Or by the time the referral is closing, a subsequent referral has been received. As of November 2025, social workers have on average eighty open referrals. A plan is being developed to address the backlog.

Research shows that jurisdictions using the structured safety assessment tools tend to see reduced recurrence rates when assessments are paired with high quality safety planning and consistent monitoring (Preventing the Recurrence of Maltreatment, May 2013, Journal of Evidence-Based Social Work 10(3):161-178). However, the effectiveness depends on implementation quality. Safety plans must include adequate services, regular monitoring, and plans that families can realistically follow and are culturally appropriate. The relationship between safety assessment/planning and recurrence is strongest when the tools are part of a comprehensive approach that includes family support, addressing root causes of maltreatment, and building genuine protective capacities.

Implementing effective safety plans is essential in strengthening child protection efforts and ensuring the well-being of vulnerable children. While safety plans can be effective immediately, they require continued monitoring and adjustment to remain effective in helping to ensure the ongoing protection of the child.

To further determine the factors contributing to the high rate of recurrence of maltreatment, Lake County will undergo a systematic review of referrals, including those with recurrence and those without recurrence. This review will help reveal the root causes of this challenge. The review will include a qualitative case review and may include interviews of staff to determine where there may be practice gaps. Based on this analysis, the County will review current policy and procedures and incorporate improvements into the policy. This policy analysis will also include the creation of a new policy that will speak to the importance of closing referrals within 30 days per Division 31 regulations. The SDM Safety and Risk Assessment tools as well as safety planning protocols will be enhanced. These SDM tools will be incorporated into Child and Family Team (CFT) meetings to ensure the safety of the children in question. Concurrently, a policy and plan will be implemented to reduce the number of open referrals.

Once the policies are updated, training will be provided to all Emergency Response staff. This will include revised policies including SDM Safety and Risk Assessment tools (including safety planning), CFT Policy, and Referral Caseload management. By focusing training on SDM and CFTs, social workers will have a better understanding of how and when safety threats are mitigated which will result in the likelihood of reduced recurrence of maltreatment.

Implementing a CQI process that includes use of the SDM Safety Planning CQI Tool will ensure that supervisors will review safety plans within the identified timelines and at the recommended intervals. To ensure proper implementation and monitoring, the supervisor will meet with the ER social worker to review the SDM safety and risk assessment utilizing the SDM supervisory guide. This supervisory consultation will determine if the child can remain safely in the home (Safe with a Plan) or a higher level of intervention is required. A continuous quality improvement (CQI) process will ensure that at the end of 30 days a safety reassessment has been completed indicating that the safety threat has been mitigated and a risk assessment has been considered to determine whether further intervention is necessary.

Action Steps

1. Use a structured method to examine repeat referrals and cases of substantiated recurrence of maltreatment, uncover the underlying causes, and develop ways to enhance emergency response practices and protocols. Examine the existing emergency response policy and procedures, then revise them based on insights gained from the analysis. Update the SDM Safety and Risk Assessment and Safety Planning policies and procedures, incorporating practice tips.
2. Review and update the CFT Policy, considering the following potential additions:
 - a. Emphasize safety and risk assessment as a consistent focus in all Child and Family Team Meetings (CFTMs).
 - b. Provide additional guidance for Emergency Response cases, specifically regarding the expanded use of CFTMs in pre-custody situations, when appropriate.
3. Train all staff revised policies including SDM Safety and Risk Assessment tools (including safety planning), CFT Policy, and Referral Caseload management.
4. Develop and implement a comprehensive plan and caseload management policy to reduce the number of open referrals.
5. At least two times prior to the closure of a referral with a safety plan, the supervisor will meet with the ER social worker to review the SDM safety and risk assessment utilizing the SDM supervisory guide. At the end of the 30 days, they will review the safety reassessment and the

risk assessment to determine if the child can remain safely in the home or a higher level of intervention is required.

6. Implement the Evident Change SDM Safety Planning continuous quality improvement (CQI) monitoring system to ensure that safety plans are being implemented and reviewed for quality within the required timelines.

Evaluation

Implement a CQI process that includes mechanisms to monitor the safety planning process established in the updated policy, SDM tool completion compliance, and the use of CFTMs.

Establish a CQI process for timely closure of referrals.

Training

Train all staff on Division 31 regulations, SDM safety and risk assessment tools (including safety planning), and revised SDM safety and risk assessment policies and procedures to support their integration into practice. (UC Davis, contracted trainer or CWS staff)

Train all staff in the updated CFT policy and procedures.

PROBATION

Strategy #1

Identify tribal leaders and advocates to establish working relationships to provide culturally competent services.

Systemic Factor: Service Array

Purpose/Rationale

Lake County is home to seven federally recognized Pomo tribes: Scotts Valley Band of Pomo Indians, Big Valley Tribe, Robinson Rancheria, Habematolel Pomo of Upper Lake, Middletown Rancheria, Koi Nation, Elem Indian Colony

Lake County's tribal communities offer a wealth of services, as identified during the CSA Stakeholder Meeting. The Probation Department has utilized these services for both Native and non-Native youth. In return, services provided by the Juvenile Probation Department to tribal families must be grounded in the community's values, traditions, and beliefs to foster an intergenerational protective circle of care around children and families.

Findings from the Peer Review highlighted the need for the department to strengthen its focus on service array. To support this, the department prioritized improving service accessibility and quality, with particular attention to Native youth who are at risk or currently in placement. This focus aligns with input from the CSA Stakeholder Meeting and the Comprehensive Prevention Plan (CPP), developed under the Family First Prevention Services Act (FFPSA), which emphasized the importance of strengthening tribal partnerships and building closer working relationships with tribal communities. The CPP states: "Lake County is committed to working towards proactively providing the support families need to live safe and healthy lives, through connection to accessible and effective services that are provided by trauma-informed professionals in their own neighborhoods and Tribal communities."

Stakeholder feedback also emphasized the need to strengthen the relationship between law enforcement and tribal youth and recognized the importance of understanding the unique culture of each tribe, rather than generalizing all tribes as a single entity. As Dr. Nika White explains in *Inclusion Uncomplicated: A Transformative Guide to Simplify DEI*, cultural awareness is essential to building interpersonal relationships: “Just like any other relationship, you must understand their culture to truly understand someone’s lived experiences and how they show up to the world.”²

Currently there is one Probation Officer who participates in providing an after-school program for two tribes. Tribal TANF is provided to five tribes who participate in the Children’s Council and the CPP implementation work group.

Lake County Juvenile Probation aims to expand and engage each tribe in implementing the Positive Indian Parenting (PIP) program. PIP is an 8–10-week curriculum developed by the National Indian Child Welfare Association (NICWA) to provide culturally specific parenting education to American Indian and Alaska Native parents. The curriculum reconnects families with traditional child-rearing practices, blending timeless teachings with modern parenting needs. It was created to counteract the impact of colonization, which disrupted Native families and cultural transmission by removing children from their homes.

As a customizable train-the-trainer model, PIP equips tribal and First Nations child welfare workers and community leaders with tools to deliver culturally responsive parenting guidance. Its curriculum integrates traditional practices, such as storytelling, harmony, and behavior management, into contemporary parenting approaches, supporting the resilience and continuity of Native traditions.³

The program will be offered to parents of tribal children involved with juvenile probation, as well as a preventative service for tribal and non-tribal families with at-risk youth. By assigning probation officers to specific tribes and training both officers and Tribal Partners in the PIP model, the Probation Department aims to foster deeper relationships and create culturally competent services that meet each community’s needs.

Research shows that programs like PIP increase protective factors such as personal wellness, positive self-image, self-efficacy, familial and non-familial connectedness, positive social norms, and cultural identity. These factors are linked to lower rates of adolescent substance use, delinquent behavior, emotional distress (including depression and suicide attempts), and improved academic outcomes.⁴

The PIP curriculum is grounded in decades of child welfare practice and has been designated an effective practice by the First Nations Behavioral Health Association.⁵

Engaging tribal communities in child welfare is critical to ensuring the well-being of Native American Indian children and families. Authentic collaboration with tribal communities to provide an array of community-based services tailored to their specific needs is not only best practice but essential for ensuring cultural relevance and the safety, permanency, and well-being of children.

² White, N. (2023). *Inclusion Uncomplicated: A Transformative Guide to Simplify DEI*. Berrett-Koehler Publishers.

³ National Indian Child Welfare Association. About Positive Indian Parenting. Retrieved from <https://www.nicwa.org/positive-indian-parenting/>

⁴ Borowsky, I. W., Resnick, M. D., Ireland, M., & Blum, R. W. (1999). Suicide attempts among American Indian and Alaska Native youth: Risk and protective factors. *Archives of Pediatrics & Adolescent Medicine*, 153(6), 573–580.

⁵ Positive Indian Parenting One-Pager. National Indian Child Welfare Association (NICWA).

Action Steps

1. The Probation Department will leverage the existing CPP partnerships and expand outreach to additional tribes located county-wide to participate in the co-development of individualized, culturally responsive plans aimed at strengthening preventative services throughout the county. These plans will be informed by tribal input and designed to reflect the values and needs of each tribe.
2. Explore the implementation through the engagement of Tribes of culturally responsive programs such as the Positive Indian Parenting (PIP) Program, developed by the National Indian Child Welfare Association (NICWA). Support shared resource efforts by identifying funding, staffing, and training needs that may be addressed collaboratively by the County and Tribal governments.
3. Implement the plans informed by the Tribal input in action steps 1 and 2, including policy development and training.
4. The CPP Subcommittee will develop a tribally responsive CQI process and monitoring tools for the collaboration plans including NICWA tools which include the sharing by the Probation Officer liaisons on the information gathered from each tribe.
5. Offer each tribe the opportunity to have a dedicated probation officer serve as a liaison to engage in the coordination of culturally relevant service array planning. Liaisons will work closely with Tribal partners and attend Big Time Events to understand tribal-specific strengths, traditions, and needs related to prevention.
6. Continue the development of the resource guide based on the asset mapping completed in the CPP. Publish the resource guide to the community.
7. Continuously update the resource guide to ensure accuracy and completeness.
8. Juvenile Probation Officers will attend an annual cultural responsiveness training provided by a local tribe.

Evaluation

- Establish a CQI process and monitoring plan.
- Attend the Big Time Events and culturally responsive trainings.
- Publish and update the resource guide.

Training

- Provide training in the information and skills needed to implement the Tribal collaboration plans.
- Juvenile Probation Officers will attend an annual cultural responsiveness training provided by a Lake County Tribe.

Performance Goals

CHILD WELFARE
Priority Outcome Measure or Systemic Factor: <i>S-2 Recurrence in Maltreatment</i> Of all children who were victims of a substantiated maltreatment allegation during a 12-month reporting period, what percentage were victims of another substantiated maltreatment allegation within 12 months of their initial report? National performance: $\leq 9.7\%$ CSA Baseline Performance: Q1 2024 18.6% (21 of 92) Target Improvement Goal: Year 1: 16.4% Year 2: 14.1% Year 3: 11.5% Year 4: $\leq 9.7\%$
Priority Outcome Measure or Systemic Factor: <i>P-1 Permanency in 12 months (Entering FC)</i> Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care? National performance: $\geq 35.2\%$ CSA Baseline Performance: Q1 2024 22.7% Target Improvement Goal: Year 1: 25.8% Year 2: 28.9% Year 3: 32.1% Year 4: $\geq 35.2\%$
PROBATION
Systemic Factor: <i>Service Array</i> Service Array is defined as the capacity to deliver a comprehensive service array that is available, accessible, and able to be individualized.

Five Year SIP Chart

Child Welfare Five Year SIP Chart

CWS STRATEGY 1: Implement a progressive visitation policy that supports families to ensure timely and safe reunification. Social workers will utilize the policy and Behaviorally Based Case Planning to increase parent engagement and consistently assess for safety and risk.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): P-1 Permanency in 12-Months (in care for 12 months) Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
1. Review current practice along with the existing visitation policies and procedures and the Family Time Framework and develop a policy.	May 2026	December 2026	Program Managers Analysts
2. Develop an implementation plan that includes the roll out of the new policies, procedures, and CQI tools. Train staff on the Family Time Policies and Procedures, coaching, and implementation tools.	January 2027	December 2027	Program Managers Analysts
3. Establish a communication plan and a feedback loop with other agencies including the court, FFAs and the parenting class contractors.	January 2027	August 2027	Program Managers Analysts
4. Supervisors will discuss visitation plans with social workers during supervision at least monthly.	January 2028	November 2029	Program Managers Social Worker Supervisors
5. Monitor the implementation of visitation progression through data collection and in-depth analysis of the parents' progress	January 2028	November 2029	Program Managers Analysts

in making behavioral changes consistent with their case plan.			
6. Managers will review the data analysis and revise policies, procedures, practice, and training as necessary on a continual basis.	June 2028	November 2029	Program Managers Social Worker Supervisors

CWS STRATEGY 2: Strengthen emergency response protocols to ensure child safety by systematically reviewing recurrence referrals, maintaining compliance with Division 31 regulations, and utilizing SDM assessment tools.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): S-2 Recurrence of Maltreatment Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
1. Use a structured method to examine repeat referrals and cases of substantiated recurrence of maltreatment, uncover the underlying causes, and develop ways to enhance emergency response practices and protocols. Examine the existing emergency response policy and procedures, then revise them based on insights gained from the analysis. Update the SDM Safety and Risk Assessment and Safety Planning policies and procedures, incorporating practice tips.	February 2026	August 2026	Program Managers Analysts
2. Review and update the CFT Policy, considering the following potential additions: a. Emphasize safety and risk assessment as a consistent focus in all Child and Family Team Meetings (CFTMs). b. Provide additional guidance for Emergency Response cases, specifically regarding the expanded use of CFTMs in pre-custody situations, when appropriate.	February 2026	August 2026	Program Managers Analysts
3. Train all staff revised policies including SDM Safety and Risk Assessment tools (including safety planning), CFT Policy, and Referral Caseload management.	September 2026	March 2027	UC Davis, contracted trainer or CWS staff

4. Develop and implement a comprehensive plan and caseload management policy to reduce the number of open referrals.	February 2026	June 2026	Program Managers Social Worker Supervisors
5. At least two times prior to the closure of a referral with a safety plan, the supervisor will meet with the ER social worker to review the SDM safety and risk assessment utilizing the SDM supervisory guide. At the end of the 30 days, they will review the safety reassessment and the risk assessment to determine if the child can remain safely in the home or a higher level of intervention is required	April 2027	November 2029	Program Managers Social Worker Supervisors
6. Implement the Evident Change SDM Safety Planning continuous quality improvement (CQI) monitoring system to ensure that safety plans are being implemented and reviewed for quality within the required timelines.	October 2027	November 2030	Program Managers Social Worker Supervisors

Probation Five Year SIP Chart

PROBATION STRATEGY 1: Identify tribal leaders and advocates to establish working relationships to provide culturally competent services.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): Service Array ☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project.	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
1. The Probation Department will leverage the existing CPP partnerships and expand outreach to additional tribes located in the county to participate in the co-development of individualized, culturally responsive plans aimed at strengthening preventative services throughout the county. These plans will be informed by Tribal input and designed to reflect the values and needs of each tribe.	November 2025	November 2026	Chief Deputy Probation Officer Juvenile Probation Supervisor Lake County Children’s Council
2. Explore the implementation of culturally responsive programs such as the Positive Indian Parenting (PIP) Program, developed by the National Indian Child Welfare Association (NICWA). Support shared resource efforts by identifying funding, staffing, and training needs that may be addressed collaboratively by the County and Tribal governments.	November 2026	May 2027	Chief Deputy Probation Officer Juvenile Probation Supervisor Lake County Children’s Council
3. Implement the plans informed by the Tribal input in action step 1 and 2, including policy development and training.	May 2027	November 2027	Chief Deputy Probation Officer Juvenile Probation Supervisor
4. The CPP Subcommittee will develop a Tribally responsive CQI process and monitoring tools for the collaboration plans, including NICWA tools, which include Probation Officer liaisons sharing the information gathered from each Tribe.	August 2027	February 2028	Chief Deputy Probation Officer Juvenile Probation Supervisor Lake County Children’s Council

5. Offer each Tribe the opportunity to have a dedicated probation officer serve as a liaison to engage in the coordination of culturally relevant service array planning. Liaisons will work closely with Tribal Partners and attend Big Time Events to understand tribal-specific strengths, traditions, and needs related to prevention.	November 2025	November 2030	Chief Deputy Probation Officer Juvenile Probation Supervisor
6. Continue the development of the resource guide based on the asset mapping completed in the CPP. Publish the resource guide to the community.	November 2025	November 2030	Chief Deputy Probation Officer Juvenile Probation Supervisor Lake County Children's Council
7. Continuously update the resource guide to ensure accuracy and completeness.	November 2026	November 2030	Chief Deputy Probation Officer Juvenile Probation Supervisor Lake County Children's Council
8. Juvenile Probation Officers will attend an annual cultural responsiveness training provided by a Lake County Tribe.	November 2025	November 2030	Chief Deputy Probation Officer Juvenile Probation Supervisor

CAPIT/CBCAP/PSSF Program and Evaluation Description

PROGRAM DESCRIPTION

PROGRAM NAME

Parent Engagement Group (CAPIT/CBCAP/PSSF Expenditure Workbook, line 2)

SERVICE PROVIDER

Lake County Department of Social Services - Child Welfare Services Division Social Workers

PROGRAM DESCRIPTION

CWS Social Workers facilitate peer support groups for CWS client parents to engage in the CWS process and empower them as they reach their goals. The Parent Engagement Group assists parents to understand the Court process, overcome anger and denial, address grief over separating from their children, accept responsibility, and begin developing trust between CWS staff and parents. Upon successful completion of Parent Engagement and Nurturing Parenting Program®, parents move on to the Parent Empowerment Group, which encourages parents to advocate for themselves and their children, to apply parenting skills, to seek support for issues regarding their children, and to provide feedback and support to other parents in the group.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	Peer Support
PSSF Adoption Promotion and Support	
OTHER Source(s):	CWS allocation

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Child abuse prevention (CSA p. 83)

Parenting skills (CSA p. 83)

Lower rate of teen-age pregnancies (CSA p. 83)

Reduce rate of juvenile delinquency and alcohol abuse (CSA p. 83)

TARGET POPULATION

CWS parent clients with children in the first 15 months of foster care.

TARGET GEOGRAPHIC AREA

County wide.

TIMELINE

The SIP period is 2025 to 2030.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Parents will show an increase in resiliency.	50% of parents that engaged in the program will show an increase in resilience	Survey developed in-house informed by the Retrospective Protective Factors Survey	Upon assessment for readiness for the Parent Empowerment Program
Quality Assurance (QA) Monitoring:			
The use of a retrospective survey demonstrates an increase in resilience by 50% of participants.	The survey will be administered by staff to 100% of participants and 50% will show resilience	The analysis of the completed surveys	Monthly

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client feedback and suggestions	Monthly	Social worker/facilitator will report feedback to management on a quarterly basis.	Problem areas addressed by staff and management to resolve issues and incorporate client suggestions as appropriate to ensure continuous quality improvement.

PROGRAM DESCRIPTION

PROGRAM NAME

Nurturing Parent Program (CAPIT/CBCAP/PSSF Expenditure Workbook ,line 1)

SERVICE PROVIDER

Lake Family Resource Center

PROGRAM DESCRIPTION

Nurturing Parents (NP) is an in-home parenting program provided to all Differential Response (DR) parent clients in Lake County.

Funded by CAPIT, the Nurturing Parenting® program is an Evidence Based “promising practice,” which provides classes to improve parenting skill, promote positive parent-child relationships, and build family protective factors.

The Nurturing Parenting Program provides a nurturing skills curriculum, offered in-home for all Differential Response (DR) parent clients who work with the Lake Family Resource Center, Lake County Office of Education, or who were referred by the Lake County Department of Social Services. The series includes selected sessions that are 1 ½ hours in length, suitable for in-home instruction, that focus on parenting skills, including but not limited to positive discipline, communication, empathy development, and stress management. Course topics are to be agreed upon in consultation with the Nurturing Parenting Oversight Committee.

Classes are made available in Spanish, or translators are provided as needed.

The goals of the Nurturing Parenting Program are to increase parental capacity and confidence, reduce the risk of child maltreatment, strengthen family functioning, and promote safe, stable, and nurturing home environments that support child well-being.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Parent Education
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Child abuse prevention (CSA p. 83)

Parenting skills (CSA p. 83)

Lower rate of teen-age pregnancies (CSA p. 83)

Reduce rate of juvenile delinquency and alcohol abuse (CSA p. 83)

TARGET POPULATION

Parents with children who are at risk of entering the CWS system and parents with children involved with open CWS cases.

TARGET GEOGRAPHIC AREA

The Target Population includes all areas of Lake County. Clearlake is the most populous city within the county.

TIMELINE

The SIP period is 2025 to 2030.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Parents enrolled in NP will develop their awareness, knowledge, and skills in the five areas: 1. age appropriate expectations; 2. empathy, bonding, and attachment; 3. nonviolent, nurturing discipline; 4. self-awareness & self-worth; 5. empowerment, autonomy, and healthy independence.	75% of parents will show improvement in age-appropriate expectations, empathy, bonding, and attachment, nonviolent, nurturing discipline, self-awareness and self-worth, empowerment, autonomy, and healthy independence.	▪ Nurturing Skills Competency Scale ▪ NP Parenting Skills Ladder for ABC classes ▪ Adult-Adolescent Parenting Inventory (AAPI-2)	Completed by participants at program entry & exit
Quality Assurance (QA) Monitoring			
The survey is completed by enrolled participants	AAPI Inventory scores will be shared with the	The AAPI Inventory results will be discussed in program	Quarterly

and 75% will show an increase in the AAPI Inventory score.	Nurturing Parenting Oversight Committee.	meetings and in internal supervisory meetings.	
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CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client satisfaction survey.	Completed by participants after each parenting class and at end of session.	Surveys reviewed after each session.	Problem areas addressed by staff, as appropriate, to resolve issues and ensure continuous quality improvement.

PROGRAM DESCRIPTION

PROGRAM NAME:

~~Parent Partner Stipend~~

Child Abuse Prevention Council (CAPIT/CBCAP/PSSF Expenditure Workbook, line 3)

SERVICE PROVIDER:

Lake County Children's Council (managed by the Lake County Office of Education – Healthy Start Program)

PROGRAM DESCRIPTION

The Child Abuse Prevention Council of Lake County (CAPC) is operated by the Lake County Office of Education – Healthy Start Program, dedicated to the prevention, intervention, and treatment of child abuse. Its objectives are to increase public awareness of child abuse and neglect, strengthen families, and provide education and professional training. Established in 1989, the Council consists of individuals from public and private agencies, as well as concerned members of the community. Lake County CAPC's mission is to stop the cycle of child abuse and promote healthy families through education, advocacy, and collaboration. On June 20, 1989, the Lake County Board of Supervisors issued a resolution establishing the Lake County CAPC (resolution number 89-091). The Lake County CAPC is comprised of members from local agencies such as:

- Lake County Board of Supervisors
- Lake County Employment Development Department and Social Services
- Lake County Probation Department
- Lake County Department of Behavioral Health
- Lake County Public Health Department
- Lake County Tribal Health
- Therapists from the Community
- Parent Partners
- CASA
- Community based organizations
- Law Enforcement
- Lake County Office of Education

The primary purpose of the Child Abuse Prevention Council of Lake County is to coordinate the community's efforts to prevent and respond to child abuse and neglect, thus promoting healthy families by:

- Interagency collaboration, networking, and problem solving
- Providing and enhancing education for professionals and community members
- Assessing needs and resources to plan for the improvement and expansion of services

- Advocating for legislation in support of healthy families
- Fulfilling its obligation as the designated CAPC Council as per proclamation of the Lake County Board of Supervisors, June 1989
- Promoting awareness of child abuse and neglect by organizing public programs, events, and activities
- Promoting membership in the CAPC Council as specified in the Welfare and Institutions Code
- Organizing/coordinating educational programs and prevention activities sponsored by the CAPC Council
- Developing/issuing community grants for prevention and intervention activities that correspond with the State Office of Child Abuse Prevention guidelines and Lake County SIP goals
- Participating/representing the CAPC Council at local board and community meetings as necessary for projects
- Coordinating and funding programs that reduce child injury and abuse in accordance with Kids Plate revenue guidelines
- Advocating for children/families by encouraging member participation in the legislative process and providing legislative updates to CAPC Council members and the public
- Maintaining business and fiscal records for the CAPC Council
- Collaborating with the designated County analyst to provide data and information for reports, including the annual report to the State of California Office of Child Abuse Prevention
- Providing reports and evaluations for projects to the County as required
- Maintaining business and fiscal reports for grant management and public awareness activities for Lake County and for the CAPC Council

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	N/A
CBCAP	Public Awareness/ Public Education, Network Development
PSSF Family Preservation	N/A
PSSF Family Support	N/A
PSSF Family Reunification	N/A
PSSF Adoption Promotion and Support	N/A
OTHER Source(s): County Children's Trust Fund and Kids Plate Allocation	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Stakeholders cite that the decrease in entry to foster care can be largely attributed to shifting the focus to prevention services. (PG 35 CSA)

Analysis in the CSA identified that there is a higher percentage of children with first entries than older children. In part due to younger children being more vulnerable, less visible to the community and less able to advocate for themselves. It was recommended that collaboration between county partners to provide services prior to CWS involvement would assist. (pg. 37 CSA).

TARGET POPULATION

All children and families in Lake County.

TARGET GEOGRAPHIC AREA

Countywide

TIMELINE

The SIP timeline is 2025-2030.

EVALUATION

PROGRAM OUTCOMES AND MEASUREMENT & QA MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Increase in social connections	10% increase in the participation at the Child Abuse Prevention Month activities	Participation/ outreach data collected by CAPC and included in the annual Apricot report including the number of participants at the Children's Festival & Advocacy Walk and the Child Art Contest.	Annually
Quality Assurance (QA) Monitoring			
CAPC reviews monthly the planning for the Child Abuse Prevention outreach month	Reports and documentation on community outreach	CAPC meeting notes	Quarterly

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client Satisfaction Surveys	Annually	Children's Council Executive Committee	Parent partner input and suggestions will

		will review Parent Partners’ surveys	be incorporated into program planning
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PROGRAM DESCRIPTION

PROGRAM NAME

Differential Response (DR) services (CAPIT/CBCAP/PSSF Expenditure Workbook, lines 4 and 5)

SERVICE PROVIDER

Lake County Office of Education (LCOE) and Lake Family Resource Center (LFRC)

PROGRAM DESCRIPTION

Differential Response (DR) is a strategy that allows California Child Welfare Services (CWS) agencies to respond in a more flexible manner to reports of child abuse or neglect. DR affords a customized approach based on an assessment of safety, risk and protective capacity that recognizes each family's unique strengths and needs, and addresses these in an individualized manner rather than with a "one size fits all" approach. Referrals are assigned to one of three Paths by the social worker based on information taken from the initial call or report, intake, or hotline: Path 1- Community Response; Path 2- Child Welfare Services and Agency Partners Response; and Path 3- Child Welfare Services Response.

LCOE and LFRC will use PSSF Family Preservation funds for Differential Response activities referred by the social worker to provide services which include attending Red Team staffing meetings held by Emergency Response staff, home visits with families with a Path 1 or Path 2 identified referral, completion of referrals for Path 1 and 2 families, and any associated case management activities. The goal of the DR program is that families with a Path 1 or 2 referral are able to get linked to services and resources in order to stabilize their family and prevent further referrals or maltreatment.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Differential Response
PSSF Family Support	Differential Response
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	CWS Allocation

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Poverty, homelessness, and food shortage put children at risk of abuse and neglect (2025 CSA, p. 12)

General neglect referrals are the majority at 52% (2025 CSA, p. 28)

Engagement of clients in case planning varies (2025 CSA, p. 60)

Rural counties with limited resources and travel can be a barrier to access (2025 CSA, p. 70)

TARGET POPULATION

At-risk children, parents, and families

CWS involved children and families

TARGET GEOGRAPHIC AREA

Entire Lake County. Staff employed by contractors will make home visits anywhere in the county as needed.

TIMELINE

The SIP period is 2025 to 2030.

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Family functioning improves and family issues are resolved	70% of families show improvement on Family Development Matrix (FDM)	Family Development Matrix overall scores improve	Completed by participants at program entry and every three months thereafter
Quality Assurance (QA) Monitoring			
Staffing of cases with supervisor	Families are engaged with Child and Family Advocate and access needed resources	Tracking program referrals, entry, and closure dates	Monthly or as needed

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Completed by participants after completing services	Surveys reviewed	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement

PROGRAM DESCRIPTION

PROGRAM NAME

Adoptions Case Management, (CAPIT/CBCAP/PSSF Expenditure Workbook, line 6)

SERVICE PROVIDER

CDSS Adoptions

PROGRAM DESCRIPTION

In 2024, LCDSS completed a contract with CDSS Adoptions for completing home and safety assessments and family evaluations. The Adoption Services Program is provided by CDSS Adoptions and is designed to serve children in out-of-home care who require permanent families through adoption. The program team consults and reviews individual cases to identify the most suitable pathway to permanency, including conducting thorough assessments of each child's adoptability in accordance with Welfare & Institutions Code (W&IC) Sections 361.5, 366.21, 366.22, and 366.25.

Caregivers and birth families are provided with detailed information regarding kinship adoptions, post-adoption contact agreements, and related support services. For birth or legal parents considering adoption, the program offers relinquishment services, ensuring all options are clearly explained and supported throughout the decision-making process.

When an adoption is to be finalized in a California court under the Interstate Compact on the Placement of Children (ICPC), the staff completes the required final reports. Preliminary assessments and written reports on prospective adoptive parents are prepared for W&IC Section 366.26 hearings, and expert testimony is provided at contested hearings when requested by County Counsel.

The program matches children with licensed or approved caregivers and oversees the placement process to ensure that each child's needs are met. At the time of adoptive placement, comprehensive medical and social background information about the child and their birth parents is reviewed and shared with adoptive families, fostering informed and successful transitions into permanent homes. Supervision of adoptive placements is provided until finalization of the adoption as well as post adoptive placement services to families. The Protective Factors Survey-2 (PFS-2) measures family functioning and resiliency and is utilized pre and post case management services to measure the family's ability to cope with stress and overcome challenges. Additionally, the Caregiver/Practitioner Relationship sub-scale of the PFS-2 will be utilized to measure client satisfaction with services and staff. The Adoption Assistance Program (AAP) eligibility is determined at the point of finalization.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	Case Management
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Permanency in 12 months for children in care 12-23 months (CSA, p. 167)

TARGET POPULATION

All children with a concurrent plan of adoption

TARGET GEOGRAPHIC AREA

Services are provided to all children throughout Lake County

TIMELINE

2025-2030

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Parents will show increased resilience	The prospective adoptive parent will show at 10% increase in resiliency factors from the PFS-2 pre survey	PFS-2	Beginning of CDSS Adoptions case management services and at the time of completion and/or at the time of the six month hearings
Quality Assurance (QA) Monitoring			
CWS will review the change in resiliency as demonstrated in the findings of the pre and post PFS-2 survey	Program participants that received case management services will show an average increase in resiliency of 10%	PFS-2	Bi-annually

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Lake County Adoptive Parent Satisfaction Survey	Beginning of CDSS Adoptions case management services and at the time of completion and/or at the time of the six month hearings	Participants will complete the Adoptive Parent Satisfaction survey which measure client satisfaction.	CWS will hold bi-annual meetings with CDSS Adoptions to discuss the client satisfaction survey findings in the Adoptive Parent Satisfaction survey.