

2018 WORK PLAN

SACRAMENTO COUNTY CHILDREN'S COALITION

Appointed by the Sacramento County
Board of Supervisors



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OUR VISION

Sacramento County children will experience a safe, healthy, and nurturing environment, which prepares them to become responsible and contributing members of the community.

OUR MISSION

Our mission is to assess community needs, evaluate existing services, and make recommendations to the Board of Supervisors and other policy-making bodies in order to promote the health and well-being of children and families in Sacramento County.

OUR SCOPE

- ▶ Evaluate and make recommendations to the Board of Supervisors and other policy making bodies in order to promote the health and wellbeing of children and families in Sacramento County
- ▶ Serve as an advocacy body for children's issues and provide policy oversight and community education about the needs of children and families
- ▶ Ensure that the needs of children and families and the provision of services to meet those needs are a priority in Sacramento County
- ▶ Ensure that there is a coordinated strategic plan to provide services to, and meet the needs of, children and families in the County
- ▶ Advocate for adequate funding to provide services to, and meet the needs of, children and families in Sacramento County
- ▶ Provide community oversight of the child protective systems through the Coalition's Child Protective Systems Oversight Committee
- ▶ Manage and distribute monies from the Children's Trust Fund

Introduction

The Sacramento County Children's Coalition is privileged and excited to present its work plan for 2018 to the Board of Supervisors (BOS). This document: 1) provides an overview of the structure and purpose of each body within the Coalition; 2) outlines the work to be undertaken in the coming year by the Coalition's general membership and by each committee; and, 3) identifies key resources, constraints, strategies and requests for BOS support.

Children's Coalition General Membership

The members appointed by the BOS drive the actions of the Children's Coalition. Members play a vital role in the Coalition's operations by making decisions about the direction and work of the Coalition as a whole. Members serve on the standing committees of the Coalition, as well as on other community advisory groups such as the Human Services Coordinating Council and First 5 Advisory Committee. Members also participate in other community meetings and report pertinent information to the general membership.

Work Plan for 2018

Executive Committee

The Executive Committee is comprised of the officers, the immediate past Chair, and the chairs from the Children's Coalition's three standing committees. The committee acts for the Coalition on matters that arise between regular meetings of the general membership, plans the agenda for general meetings, reviews the participation and attendance of members, reviews the progress of the committees' work plans, participates in interviews with prospective Coalition members, and represents the Coalition at meetings with BOS Chiefs of Staff and other County leadership staff.

2018 Activities:

1) Finalize Children's Coalition's Strategic Plan

In 2017 the general membership began development of a strategic plan to improve its ability to identify, evaluate, and act on children's issues in a way that best takes advantage of its available resources. In 2018 the Executive Committee will complete the strategic plan for approval by the Coalition.

Goal: Maximize the effectiveness of the Coalition as an advisory body to the BOS by developing a strategic plan to efficiently guide its work.

Process:

1. Lead an ad-hoc committee to expedite the work of developing a strategic plan.
2. Develop focus areas and review/confirm with general membership.
3. Develop goals within each focus area and review/confirm with general membership.
4. Develop strategies and tactics to accomplish each goal and review/confirm with general membership.
5. Develop action plans to implement all strategies and tactics and review/confirm with general membership.
6. Draft final strategic plan document.
7. Present to Children's Coalition for approval.
8. Present to BOS.

Deliverable:

A comprehensive strategic plan that will provide guidance, processes, and tools the Coalition will use to engage and respond to emerging community needs as they arise. This will also include developing strategies to follow and effectively participate in the annual County budget process.

Timeline:

- ▶ January 2018: Form an ad-hoc committee and develop focus areas
- ▶ February 2018: Review focus areas with general membership (receive approval); develop goals within each focus area
- ▶ March 2018: Develop strategies and tactics to accomplish each goal
- ▶ April 2018: Review goals, strategies and tactics with general membership (receive approval); start developing action plans to implement all strategies and tactics
- ▶ June 2018: Review action plans with general membership (receive approval); complete final draft of strategic plan
- ▶ July 2018: Present final draft of strategic plan to general membership (receive approval); request presentation to BOS

Child Protective Systems (CPS) Oversight Committee

The CPS Oversight Committee is comprised of BOS-appointed members, as well as partners who represent diverse perspectives of the child welfare systems. The committee reviews the systems involved in protecting children throughout Sacramento County. It also performs community reviews of critical Child Protective Services cases in Sacramento County, culminating in annual reports to the BOS which include the outcomes and effectiveness of the system, along with recommendations for policy and program changes.

2018 Activities:

1) Review critical Child Protective Services cases

The CPS Oversight Committee, through its Critical Incidents (CI) subcommittee, will continue its regular activity of reviewing critical Child Protective Services cases to evaluate the efforts of all service providers involved in each case.

Goal: Provide regular community oversight of child protective systems, report findings on outcomes and effectiveness of the system, and develop recommendations for system improvements.

Process:

1. Participate in the DHHS Child Protective Services Quality Improvement Committee (QIC), which conducts the first review of all critical Child Protective Services cases.
2. CI subcommittee receive QIC's report summarizing their analysis and the child's case facts. Conduct the second review from the perspective of the community: review and analyze facts, consider the QIC report, and document conclusions.
3. CI subcommittee discuss findings with the CPS Oversight Committee.
4. Develop a summary of findings and recommendations to include in the CPS Oversight Committee's annual report to the BOS.
5. Present to Children's Coalition for approval.
6. Present to BOS.

Deliverable:

Annual Report to BOS summarizing findings that resulted from reviewing critical Child Protective Services cases and recommendations for system improvements.

Timeline:

Ongoing review. Target date to present 2017 Annual Report to BOS: May 2018.

2) Conduct research on organizations and operational units within the child welfare system

The CPS Oversight Committee will continue its regular activity of interviewing child welfare system partners (including County CPS) to learn about their services and how they deliver them to the community.

Goal: Develop a broad perspective of the child welfare system by learning about system partners and how they interface with the community and with one another.

Process:

1. Invite system partners to CPS Oversight Committee meetings to give informational presentations and participate in question and answer sessions.
2. Develop a summary of information and recommendations to include in the CPS Oversight Committee's annual report to the BOS.
3. Present to Children's Coalition for approval.
4. Present to BOS.

Deliverable:

Annual Report to BOS summarizing information gleaned from interviewing child welfare system partners and potential recommendations for identified gaps in services.

Timeline:

Ongoing review. Target date to present 2017 Annual Report to BOS: May 2018.

3) Planning Child Services Stakeholder Forums (formerly recommended as a Blue Ribbon Panel)

At the request of the BOS to provide more information about the CPS Oversight Committee's recommendation for a Blue Ribbon Panel, the CPS Oversight Committee will develop a proposal for a series of community meetings which invite representatives from various child-serving systems to discuss communication issues and barriers to collaboration between systems to identify solutions that can be implemented.

Goal: Increase communication and collaboration between child-serving agencies in order to reduce the instances of critical incidents and child deaths.

Process:

1. Participate on the Child Death Review Team's (CDRT) recommended subcommittee that will review child abuse and neglect (CAN) fatalities.
2. Develop a comprehensive proposal that addresses the above identified goal, using the information gleaned from the CDRT's CAN subcommittee.
3. Identify resources that would be needed to carry out the effort.
4. Present to Children's Coalition for approval.
5. Submit proposal to BOS for endorsement.

Deliverable:

Proposal to BOS that provides details around the make-up, purpose, and activities of a panel that would participate in a series of time-limited community information seeking/education forums involving children's services stakeholders that highlight the need for increased communication and collaboration between child-serving agencies in order to reduce the instances of critical incidents and child deaths. Includes proposed schedule of meetings and locations.

Timeline:

- 2018-2019: Participate on the CDRT's CAN subcommittee
- 2019: Develop and submit proposal for Child Services Stakeholder Forums

4) Explore the possibility of resurrecting the Children's Report Card or how similar information can be gathered and delivered to the community

The CPS Oversight Committee values data sources such as the Children's Report Card, formerly published by the Children's Coalition in partnership with other contributing organizations. The committee would like to explore how the type of information highlighted in this report can be gathered and distributed once again for community information and use.

Goal: Receive data on indicators of childhood health and well-being in a variety of result areas in order to help guide policy recommendations/development, set goals for improvement, track changing conditions, support allocation of resources, and promote community responsibility for positive change.

Process:

1. Explore existing data sources available and identify if these sources meet the goal.
2. Draft and submit a proposal to the Children's Coalition for consideration.

Deliverable:

Preliminary research and set of recommendations to the Children's Coalition to develop a report of data for community information and use.

Timeline:

Target completion by end of 2018.

Policy & Advocacy (P&A) Committee

The P&A Committee reviews publicly available data to assess outcomes for young people and looks for trends in the area of demographics, family economics, education, health, safety, and social and emotional well-being. The committee identifies areas where Sacramento County youth face disproportionately adverse outcomes compared to young people statewide and where an impact on child welfare as a whole may be achieved. It connects these disparities to action that can be taken by policymakers and provides materials that articulate the problems, solutions, and specific actions that will positively impact children in Sacramento County. It engages the general body of the Coalition as champions for recommended actions; and it evaluates advocacy efforts, refines strategies, and continues to be a change agent for improved outcomes for children in Sacramento County.

2018 Activities:

1) Continuum of Care Reform (CCR) tracking and follow-up

In September 2017, the Children's Coalition endorsed a report and series of recommendations written by the P&A Committee related to the implementation of Continuum of Care Reform in Sacramento County. This report was submitted to the BOS as an attachment to a letter of support for services to support foster youth impacted by these system changes. The P&A Committee is committed to continuing to follow the implementation of CCR in Sacramento County.

Goal: Monitor the implementation of CCR in Sacramento County, report on how children and families are affected by these system changes, and make recommendations for strategies and resources that may lead to successful outcomes for foster youth.

Process:

1. Identify areas of ongoing evaluation and metrics for each area, starting with the areas identified in the initial report (mental health services, retention of resource families, and family finding) and allowing for additional areas to be added as needed.
2. Follow-up on progress resulting from the funding of services and support related to CCR as described in the FY17/18 County Budget.
3. Request updated information on foster youth data from DHHS.
4. Invite subject matter experts (SME) and organizations serving foster youth to committee meetings to share their views and opinions on how the system changes are impacting children and families.
5. Invite DHHS leadership staff to committee meetings to provide updates on CCR implementation.
6. Analyze data and information received, and formulate recommendations to include in a report to the BOS.
7. Draft report and submit to Children's Coalition for approval.
8. Submit report to BOS.

Deliverables:

- A. Budget Recommendation Letter for budget-related recommendations.
- B. Policy Recommendation Letters for policy-related recommendations.
- C. Annual CCR Report to BOS which provides updates around implementation of CCR in Sacramento County and how children and families are affected by the system changes.

Timeline:

- January 2018: DHHS leadership (Child Protective Services and Behavioral Health Services Director and/or their designee) attend committee meeting to provide updated information on data previously requested and share about CCR implementation progress; committee develop list of questions and organizations to invite to committee meetings to share their perspectives, answer questions
- February 2018: SME/organization serving foster youth attend committee meeting
- March 2018: SME/organization serving foster youth attend committee meeting; committee begin drafting budget and policy recommendation letters
- April 2018: SME/organization serving foster youth attend committee meeting
- May 2018: DHHS leadership attend committee meeting to discuss budget and policy recommendation letters; (if recommendations are budget-related) committee completes letters and presents them to Children's Coalition for approval

- › June 2018: (If recommendations are budget-related) submit budget and policy recommendation letters to BOS, with cc: County Executive, Deputy County Executive, DHHS leadership staff; committee begin drafting follow up CCR report
- › July 2018: Confer with DHHS leadership to receive updated information on data previously requested and share about CCR implementation progress related to budget and policy; continue drafting follow up CCR report
- › August 2018: Complete follow-up CCR report and submit to Children's Coalition for approval
- › September 2018: Submit report to BOS, with cc: to County Executive, Deputy County Executive, DHHS leadership staff

2) Issue identification

The P&A committee is committed to connect with stakeholders to identify issues for analysis, reporting, monitoring and evaluation. This work will result in a process template for the SCCC to use in identifying and addressing issues.

Goal: Identify current issues affecting the health and wellbeing of children in the county, and catalyze action by SCCC.

Process:

1. Identify issues negatively affecting children and families in Sacramento County.
2. Identify inputs (i.e. the people, organizations, and data sets we can look to).
3. Review issues and develop triage approach (e.g. Major action, Minor action, No action)
 - a. In the event that an important issue comes up after we've identified our priority issues, the P&A Committee will first visit the emergency issue with the committee, and then develop and vote on a recommendation to be made to the entire body of the Children's Coalition. The children's coalition will then provide guidance on whether we shift priorities or continue with our selected issue(s).
4. Generate prioritized list of issues and agree on recommendation.
5. Draft memo to Children's Coalition with recommendation and details about approach.
6. Receive approval from the Children's Coalition to move forward with work plan.

Deliverables:

- A. List of partner organizations/stakeholders for input, including primary points of contact and contact information
- B. Criteria for prioritizing issues
- C. List of issues gathered from stakeholders, prioritized per established criteria
- D. Memo to Children's Coalition about issues recommended for adoption in the coming year and work plan for highest identified priority

Timeline:

- › January 2018: Define emergent and high impact criteria; identify inputs
- › February 2018: Gather issues; develop triage approach
- › March 2018: Gather issues; refine triage approach, as needed
- › April 2018: Review issues; generate prioritized list of issues; agree on recommendation
- › May 2018: Draft memo
- › June 2018: Submit memo to Children's Coalition; Coalition vote on accepting list and order of list; Coalition assigns working group(s) as needed to accomplish work required (e.g. report, memo to Board of Supervisors, etc.)

Children's Trust Fund (CTF) Committee

The CTF Committee acts as the agent of the Children's Coalition for managing and administering Sacramento County's Children's Trust Fund. The CTF consists of funding derived from the following sources: 1) Fees from birth certificates; 2) Revenue from the "Have a Heart, Be a Star, Help Our Kids" special interest license plate program; 3) Restitution fines for child abuse/molestation crimes; 4) Federal Community-Based Child Abuse Prevention Program grants; 5) Donations, i.e. grants, gifts, bequests from private sources to be used for child abuse and neglect prevention and intervention programs; and, 6) Any funds appropriated to the county to the trust fund by local government entities or by the Legislature Fund Oversight.

2018 Activities:

1) Monitor the balance of the CTF, review CTF-funded contractor performance, and approve invoices

CTF Committee will continue its regular activity of monitoring its contract with Child Abuse Prevention Center (CAPC), the County's designated child abuse prevention council.

Goal: Manage and administer the Sacramento County CTF, which was established to support child abuse prevention and intervention services in the community and the County's designated child abuse prevention coordinating council.

Process:

1. Receive quarterly updates from DHHS, the CTF fiscal agent, on the CTF balance, revenue and expenditures.
2. Receive quarterly updates from CAPC on work performed. Approve quarterly invoices.
3. Project yearly availability of funds to provide additional contracting opportunities.

Deliverable:

Funding for the provision of trainings to mandated reporters across Sacramento County, an Information and Referral Hotline for families seeking connection to community resources, and funding for administration of the Sacramento County Child Death Review Team.

Timeline:

Ongoing.

2) Develop a Request for Proposals (RFP) for services that connect Transition Age Youth (TAY) with life skills services in the Sacramento community

In 2016, the Coalition focused on investigating the life skills training programs available to Sacramento's youth entering into adulthood and preparing to live independently. After conducting some research and surveying agencies that provide life skills services to TAY, the group learned that despite there being a multitude of programs available to help TAY transition to independence, the existing programs are being under-utilized. Some barriers were identified which contribute to the services not being accessed: a lack of transportation to services; a need for more emphasis on connecting youth to trade schools (acknowledging college is not for everyone); a lack of awareness of available services; a lack of motivation to access services.

Goal: Provide funding for services that address the identified unserved needs of TAY.

Process:

1. Develop RFP documents.
2. Release RFP and solicit applicants.

3. Screen proposals and make a recommendation for award(s).
4. Receive approval from the BOS to enter into a contract with the recommended awardee(s). Execute agreement(s).

Deliverable:

Funding for the provision of services that connect youth preparing to live independently to life skills training programs.

Timeline:

Target completion by end of 2018.

Resources, Constraints, Strategies and Requests

Resources

- The Children's Coalition is comprised of a maximum of 30 BOS-appointed members. Currently there are 15 filled seats. The members each serve on working committee(s) which are made up of Coalition members and non-members.
 - The CPS Oversight Committee currently has 11 members
 - The Policy and Advocacy Committee currently has 6 members
 - The Children's Trust Fund Committee currently has 4 members
 - The Executive Committee is comprised of the Coalition Chair, Vice-Chair, Secretary and committee chairs
 - Ad-hoc committees are formed as required for special projects
- The Children's Coalition members comprise a wide variety of diversity and expertise. Members represent: National Human Development Foundation, Board of State and Community Corrections, Education Consultant, Center for Fathers and Families, Sacramento Delta Foundation, State Department of Education, CPS Social Worker, PRO Youth and Families, Mental Health Consultant, SETA Head Start, Disability Rights Advocates, Sutter Health, Twin Rivers Unified School District Homeless and Foster Youth Liaison, and professionals from the medical community and County Child Protective Services.
- The Children's Trust Fund receives funding from various sources and distributes grants to organizations providing child abuse prevention and intervention services. Individual or charitable contributions or grants can be made to the Children's Trust Fund.
- The Coalition receives staff support from DHHS at a level of 0.5 FTE.

Constraints

- Challenges with consistent participation and meeting Brown Act quorum requirements
- Occasionally more staff support may be required, depending upon the number of projects the Coalition takes on at any given time
- Challenges with filling all available seats (Youth, Drug and Alcohol Prevention, Economic Development, Housing, Out-of-Home Care, Sports and Recreation, and Violence Prevention and Treatment have historically been the most challenging to fill)

Strategies and Requests

- Explore ways to increase membership and member participation
- New members are indoctrinated through an orientation process and urged to participate in a committee within the first few months of appointment
- Increase visibility and engagement with the community
- Enhance collaboration efforts with similar-missioned organizations
- Expand funding for the Children's Trust Fund from additional sources
- **Request the continued support of BOS, County department leadership staff and community by:**
 - **Bringing issues to our attention for review/consideration/work**
 - **Support our efforts to maintain a healthy and active membership, to achieve quorum and conduct coalition business, including referring new, high-energy members**
 - **Include SCCC in budget process in an advisory role**