

Child Protective Services Progress Report
July 21, 2009

INTRODUCTION

In the fall of 2008, as a result of an increase in child deaths during the same year, Sacramento County commissioned MGT of America to conduct a review of Child Protective Services (CPS). This review began in September 2008 and concluded with a report to the Board of Supervisors, on March 31, 2009, outlining findings and recommendations. Concurrently, the Sacramento County Grand Jury conducted an investigation of CPS to determine the causes of the increase in child deaths. The final Grand Jury report, issued in April of 2009, identified issues within CPS and contained several recommendations for systemic improvement.

After carefully reviewing and subsequently adopting the majority of the MGT and Grand Jury recommendations, the Board directed the Department of Health and Human Services Child Protective Services to submit progress reports every 30 days. This is the second of such reports and it provides an update on the status of recommendations prioritized for implementation.

As requested by the Board, the report follows closely the format used by the Sacramento Public Library. However, to facilitate planning efforts, the recommendations were grouped into nine priority areas. Recommendations are listed first, followed by the action items implemented to address them. Because some recommendations are very similar, there are instances in which one or more action items address multiple recommendations.

For each action item, the report includes name of staff responsible, status and anticipated implementation date. There is also information about next steps and available data, if applicable.

The report also includes a section on recommendations not selected for immediate implementation (deferred) and responses have been included for each of the deferred recommendations. The last pages of the report focus on performance indicators and provide data on CPS' performance on selected safety measures.

PRIORITIZED RECOMMENDATIONS

Priority Area 1 – Overarching

Recommendations:

MGT 1.1 The County must hold CPS responsible for developing and implementing a comprehensive change management plan to allow it to correct identified deficiencies and to improve outcomes for children and families in the Sacramento area.

MGT 1.2 The County should appoint a capacity development manager who will jointly (with the Deputy Director) develop and direct the change management plan.

MGT 1.3 The capacity development manager preferably should be someone from outside CPS' system, who has sufficient background and experience working in a number of counties and is familiar with best practices employed within California and other states.

MGT 1.4 The capacity development manager should be placed organizationally at a "peer" level with CPS deputy director (that is, should not report directly to the deputy director, but should work in conjunction with the deputy director and her staff).

Actions:

1.1 The Department is engaging the Child Welfare League of America (CWLA) as a consultant to develop and implement a change management plan for Child Protective Services (CPS). CWLA is a well-known and respected organization with knowledge of child welfare issues and extensive experience helping governmental agencies improve child safety and related outcomes.

Staff Responsible: Ann Edwards-Buckley, Director

Status: **Completed**

Completion Date: June 2, 2009

Next Step: Continue working with CWLA.

1.2 CWLA has appointed Dr. Andrew L. Reitz as capacity development manager to work closely with the CPS deputy director on the implementation of a change management plan. Dr. Reitz is the Director of Training and Professional Development for CWLA and, as such, provides a broad range of consultation services to CWLA member agencies throughout the country. His areas of expertise include agency program improvement efforts, change management, provision of intensive services to children and families, supervision and leadership and recruiting and retaining child welfare staff. Dr. Reitz has published over 35 journal articles, book chapters and book reviews and has made hundreds of presentations to professional audiences.

Staff Responsible: Ann Edwards-Buckley, Director

Status: **Completed**

Completion Date: June 2, 2009

Next Step: Continue working with Dr. Reitz as capacity development manager.

Recommendation:

MGT 1.5 The deputy director should be responsible for ensuring staff cooperation with the change management plan and capacity development manager and for assisting in implementing the action plan items.

Action:

1.3 The CPS deputy director has secured participation and cooperation from staff at all levels of the organization. During the course of two visits to the Sacramento area, CWLA has met with staff and labor representatives as follows:

April 21..... Met with 76 staff members representing all programs and job classifications

April 21.....Met with the CPS Executive Management Team

April 21.....Met with staff from the QA unit

June 9.....Met with the CPS Executive Management Team

June 10Met with 26 staff members who are part of the CPS Visioning Team

June 10.....Met with 14 members of the CPS Workforce Work Group

June 11.....Met with representatives from labor organizations (UPE & SEIU)

June 11.....Met with 20 members of the CPS Communication Work Group

June 11.....Met with 44 staff members representing all programs and job classifications

Staff Responsible: Laura Coulthard, Deputy Director

Status: In Progress

Completion Date: On Going

Next Step: CWLA will continue to meet and work with staff via teleconferences and meetings, in order to ensure the implementation of the change management plan.

Recommendation:

MGT 1.6 The change management plan should include, at a minimum, specific action steps, staff responsible for implementing the change, time lines, and performance measures.

Action:

1.4 The plan to address the recommendations included in the MGT of America and Grand Jury reports has been developed and a progress report is being submitted to the Board of Supervisors every 30 days. This document represents the second such progress report and includes all components of the change management plan.

Staff Responsible: Laura Coulthard, Deputy Director

Status: **Completed**

Completion Date: June 2, 2009

Next Step: Continue to monitor and track implementation of action items.

Recommendations:

MGT 1.7 The capacity development manager should report directly and verbally, on a monthly basis, to the County Board.

MGT 1.8 The capacity development manager should also provide formal written reports to the County Board every 90 days.

MGT 1.9 These reports and the County Board's oversight should continue until CPS has fully implemented all action plan steps and has shown measurable improvement over a specified period (six months to a year) in its performance metrics and child and family outcomes.

MGT 1.11 The County should allocate sufficient resources, both to hire the capacity development manager, as well as to staff a change management team. This team should include a mix of staff with experience in child protection and welfare issues and operations and change management.

GJ 1.4 The County Board of Supervisors require that a public report be made in six months as to progress made.

Actions:

1.5 The Board of Supervisors has directed CPS to provide a progress report every 30 days. The report includes action steps, staff responsible and completion dates. They also include data on performance indicators used to monitor improvement on safety measures. The first progress report was presented to the Board on June 2, 2009.

Staff Responsible: Laura Coulthard, Deputy Director

Status: **Completed**

Completion Date: June 2, 2009

Next Step: Continue to provide written progress reports to the Board of Supervisors every 30 days.

1.6 CWLA and the capacity development manager will work with CPS over a 6-month intensive intervention period with follow up contacts at 6 months after project completion.

Staff Responsible: CWLA

Status: In Progress

Completion Date: On Going

Next Step: CWLA plans to be highly visible in Sacramento, making nine separate trips to meet with CPS management, staff and stakeholders. In addition, CWLA will maintain weekly contact with the deputy director and will participate in formal conference calls with work group participants every three weeks.

1.7 Funds were approved to contract with CWLA for the purpose of developing and implementing a change management plan.

Status: **Completed**

Completion Date: June 2, 2009

Next Step: Staff will finalize contract with CWLA.

Priority Area 2 - Management and Oversight

Recommendation:

MGT 2.1 CPS should, within the next 12 months, begin the process to develop a comprehensive five-year strategic plan with associated performance measures.

Action:

2.1 During the month of June, CPS staff worked on finalizing the contents of the Systems Improvement Plan (SIP), which is the strategic planning tool required by the California Child and Family Services Review (C-CFSR). CPS staff received technical assistance related to the SIP from CDSS, Chapin Hall, UC Berkeley and the Northern California Training Academy via a webinar on June 24 and during on-site training on July 2.

Staff Responsible: Laura Williams, Program Manager

Status: In Progress

Completion Date: August 31, 2009

Next Step: Finalize the 2009 SIP and submit to the Board of Supervisors for approval before sending it to CDSS.

Recommendations:

MGT 2.2 CPS should ensure that it provides sufficient resources to QA staff (and does not reassign them to non-QA duties), to allow the staff to once again undertake meaningful QA reviews.

MGT 2.2.1 The QA staff can provide independent analyses of cases and referrals and can alleviate some of the review workload from supervisors. The QA staff reports can be used by supervisors and managers to identify and focus on resolving problem areas, and to hold staff accountable for carrying out core activities in accordance with federal, state, and county requirements and best practices.

Actions:

2.2 A program specialist was hired to fill the remaining vacancy in the QA unit, and as a result, QA is now fully staffed. QA unit staff will continue to be focused primarily on QA activities.

Staff Responsible: Laura Coulthard, Deputy Director
Status: Completed
Completion Date: March 15, 2009

2.3 The entire CPS management team, including deputy director, division managers, program managers, program planners, program specialists and the QA unit are participating in a continuous quality improvement (CQI) training provided by Chapin Hall and the Northern California Training Academy. This training, titled “Analytics for Child Welfare Administration,” has several components as follows:

- The first component was a webinar, conducted on June 24, designed to provide CPS management staff with a framework for integrating data into the CQI process.
- The second component was a 3-day seminar, conducted on June 30 to July 2, focusing specifically on understanding and utilizing CWS outcome data collected by UC Berkeley. The seminar also provided technical assistance related to the completion of the 2009 SIP.

Staff Responsible: Laura Williams, Program Manager
Status: In Progress
Completion Date: August 31, 2009

Next Step: There will be another webinar, to be scheduled shortly, to solidify and supplement the concepts and applications that were the focus of the 3-day session.

2.4 CPS is implementing a data driven continuous quality improvement (CQI) process to achieve outcomes contained in the SIP. This process will strengthen the logical relationship between program initiatives and outcomes and incorporate milestone monitoring to ensure the initiative is implemented and is having the anticipated impact. Course corrections will occur as a result of this information. Also, the CQI process will

be used to monitor and track progress on the development of policies and procedures, corrective action plans and QA recommendations.

In the June 2, 2009 CPS Progress Report, design and implementation of a CQI process was assigned to a team. Responsibility now lies with the Program Administration Manager and the Division Managers.

Staff Responsible: Laura Williams, Program Manager

Status: In Progress

Completion Date: November 30, 2009

Next Steps: A work plan detailing how the CQI process will be implemented and the role of QA staff and managers will be developed by August 14, 2009. Detailed SIP implementation plans will be developed by August 21, 2009.

Recommendation:

GJ 1.2 The Board of Supervisors direct HHS and CPS management to publicly adopt the Grand Jury's finding and recommendations, prioritize the achievement of suggested improvements, including their own "Areas of Concern," and develop a project planning strategy for meeting these goals.

Action:

2.5 A response to the Grand Jury report was presented by CPS to the Board of Supervisors on June 2, 2009. As reflected in that response, CPS concurs with most, but not all, of the findings and recommendations made by the 2009 Sacramento County Grand Jury. Consequently, those recommendations that CPS concurred with have been incorporated into the change management plan and are part of the progress reports presented to the Board of Supervisors every 30 days.

Staff Responsible: Laura Coulthard, Deputy Director

Status: **Completed**

Completion Date: June 2, 2009

Recommendation:

GJ 1.3 Request that HHS and CPS invite the 2009-2010 Grand Jury to return in six months to observe what progress has been made toward the improvement of CPS operations.

Action:

2.6 CPS management is committed to keeping members of the Grand Jury involved in the organizational change process and will keep the Grand Jury apprised of progress in all targeted areas via progress reports and meetings with CWLA. A preliminary conference call between CWLA and the Grand Jury took place in May and was followed by an in-person meeting on June 9, 2009.

Staff Responsible: Laura Coulthard, Deputy Director

Status: In Progress

Completion Date: On Going

Recommendations:

MGT 2.1.3 The strategic plan should also identify ways to improve community outreach and participation.

GJ 2 Greater transparency of CPS operations must be exhibited on the part of CPS management. They should do more to aggressively open the doors of CPS activities to the eyes of the public, the County Board of Supervisors, non-profit organizations, K-12 schools and universities, the Legislature, the medical community, and the media.

Transparency does not prevent possible negative publicity, but does mean that questions can be asked and answered in an atmosphere of openness and honesty.

Actions:

2.7 CPS has partnered with the Sacramento County Criminal Justice Cabinet to convene the Child Protective Services Response and Intervention Committee. This committee is comprised of representatives from law enforcement agencies, the District Attorney's office, CPS and the juvenile court. The purpose of the committee is to ensure a coordinated and effective response to intervention for child abuse reports and investigations.

Staff Responsible: Laura Coulthard, Deputy Director

Status: **Completed**

Completion Date: June 3, 2009

Next Step: The committee will hear presentations on the Protective Custody Warrant process and proposed Joint Response protocol at their next meeting on July 21.

Committee members will also review the current Memoranda of Understanding between CPS and law enforcement agencies and will discuss possible revisions.

2.8 CPS management will strengthen efforts to increase access to both department operations and decision-making including participatory development of the Systems Improvement Plan and Self-Assessment.

Staff Responsible: Laura Williams, Program Manager

Status: **Completed**

Completion Date: April 1, 2009

2.9 In March 2009, both the TDM Work group and permanency subgroup were reconvened. An additional subgroup was formed to begin testing front end TDM's. Testing of TDM in the front end began in April 2009, and as of July 13, 2009, a total of 32 ER TDMs have been held. Front end testing is in its initial phase. Consequently, all TDM's have been the result of front end staff volunteering to test the practice. A total of 121 TDMs took place division-wide in June.

Staff Responsible: Karen Parker, Program Planner

Status: In Progress

Completion Date: On Going

Next Steps: Meet and Confer with appropriate Labor Unions as to Front End TDM's.

2.10 CPS is developing an email newsletter to be sent to staff and stakeholders. It will offer information on system improvements, outcomes and performance measures, updates on programs, and a message from CPS Director Laura Coulthard.

The initial email list includes but is not limited to community partners, child and family service providers, school districts, the Board of Supervisors and local elected officials, and school districts. It is scheduled for bimonthly publication with potential for greater frequency as time and workloads permit. It will have an e-subscribe feature on the county web site which allow members of the public to request it be sent to their computer and PDAs. PDF versions of the newsletter will be carried on the CPS website in a new section for community outreach

This tool is modeled after the *Sacramento Public Library's Director's Bulletin* and the Sacramento International Airport *Airmail* newsletters.

Staff Responsible: Laurie Slothower, Communications and Media Officer

Status: Not Yet Completed

Completion Date: September 21, 2009

Priority Area 3 – Structured Decision Making

Recommendations:

GJ 29 CPS should reexamine the California Family Risk Assessment tool and find ways to improve its usage.

GJ 27 Social workers should use the SDM tool as designed to adequately assess risk.

GJ 20 Social workers should be required to use SDM 100 percent of the time.

MGT 3.1 From the top downwards, CPS needs to reemphasize and require staff to use the SDM assessment tools as designed and in accordance with best practices.

Actions:

3.1 The Children's Research Center (CRC) in collaboration with CDSS, provided training to 40 staff from across the division entitled, "Signs of Safety". The training provided an assessment and planning protocol that supports the use of SDM tools and maps harm, danger, and complicating factors that are directly related to situations in which children are vulnerable or have been maltreated. Participants included social workers and supervisors from Emergency Response, Family Maintenance, Court Services, and Family Reunification. The Deputy Director, along with management and supervisory staff also attended a separate session designed to identify current organizational practice within the context of the Signs of Safety approach, and next steps.

Staff Responsible: Terry Clauser, Program Planner

Status: **Completed**

Completions Date: July 10, 2009.

Next Steps: Program managers will test the framework provided at the training by using it in case consultations. Feedback will then be provided to CRC. Also, management will review additional material provided by CRC during next executive management team meeting.

3.2 SDM tools are based largely on accurate information gathered from families during the initial investigation. Sometimes such information may not be forthcoming. The Sacramento Sheriffs Department (SSD) will provide training on techniques used by law enforcement to obtain complete, accurate and truthful information from alleged suspects/perpetrators of child abuse. The training will be co-facilitated by an SSD academy certified trainer and prior child abuse detective along with a CPS supervisor.

Staff Responsible: Terry Clauser, Program Planner

Status: Scheduled – July/August 2009

Completion Date: August 30, 2009

3.3 In June 2009, CPS expanded the SDM coordinator position to a full time position. The SDM coordinator will be responsible for division wide SDM training and the development of a SDM work plan for continuous ongoing improvements with implementation. The SDM coordinator will co-chair a SDM committee comprised of division program specialists and will work collaboratively with QA to conduct QA

reviews of SDM tools, identify training needs, and develop immediate action plans in response to identified practice needs.

Staff Responsible: Paula Christian, Program Planner
Status: In Progress
Completion Date: On Going

Next Step: Develop the division-wide work plan and convene SDM committee.

3.4 CPS is committed to having SDM tools completed in accordance to timelines established by the Children's Research Center. Safety Assessments will be completed within two working days of first contact. Risk Assessments will be completed within 30 calendar days of the first face-to-face contact. Risk re-assessments will be completed prior to developing or changing the case plan or recommending the child be returned home (no more than 30 days for voluntary cases and 65 days for involuntary cases)

Staff Responsible: Eva Schrage, Patti Gilbert-Driggs, Judy Pierini, Cindy Scott, Monin Mendoza, Joni Edison, Abraham Samuel, Nancy Marshall, Marian Kubiak, Roderick Howze, Stephen Wallach, Mary Tarro, Stephanie Lynch, Laura Williams, Program Managers
Status: In Progress
Completion Date: December 31, 2009

3.5 SDM tools will be completed accurately according to Children's Research Center SDM Policy and Procedure manual.

Staff Responsible: Laura Williams, Program Manager
Status: In Progress
Completion Date: December 31, 2009

Data: In June 2009 Quality Assurance conducted its first review of social work practice in completion of the Structured Decision Making Safety and Risk Assessment tools.

18 referrals received by the Department during March 2009 were identified. The sample includes six referrals from each of the three Emergency Response Bureaus.

	Safety Assessment	Risk Assessment
SDM tool was completed.	100%	100%
Timely documentation of the SDM tool occurred.	67%	78%
The recommendation of the SDM tool was supported by facts identified by the CPS social worker.	95%	95%
The Department's action matched the SDM recommendation (i.e., no override).	95%	89%

Supplemental Questions on Risk Assessment Completed.	N/A	100%
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Next Step: Managers will review data provided by QA regarding current level of use and accuracy of SDM tools. An implementation plan will be developed to address the QA's findings included in the June review.

3.6 QA staff attended a class on SDM case reading to support continuous quality improvement efforts. The concepts learned at the training enabled QA staff to modify the QA review tool for used referrals. Also as a result of the training, QA staff developed a new tool for conducting reviews more efficiently.

Staff Responsible: Terry Clauser, Program Planner
Status: **Completed**
Completions Date: April 8, 2009.

Recommendation:

MGT 2.2.2 The QA reports can be used by supervisors and managers to identify and focus on resolving problem areas, and to hold staff accountable for carrying out core activities in accordance with federal, state and county requirements and best practices.

MGT 3.1.1 CPS supervisors and managers need to hold staff accountable for using the tool and to take appropriate actions (additional training and supervision or employee discipline) if staff consistently fail to use the tool.

MGT 3.1.2 Executive management needs to hold supervisors and managers responsible for ensuring they are monitoring staff's use of the tool.

MGT 3.1.3 Executive management should also review QA reports to identify deficiencies in how staff or units use the tool and identify possible future training needs.

Action:

3.7 All CPS programs will implement a case reviewing process that measures staff use of Structured Decision Making (SDM) tools, best practices, compliance with policy and required entries into CWS/CMS. This process will include the development of a case review tool, protocol, training and ongoing QA review.

Staff Responsible: Eva Schrage, Patti Gilbert-Driggs, Judy Pierini, Cindy Scott, Monin Mendoza, Joni Edison, Abraham Samuel, Nancy Marshall, Marian Kubiak, Roderick Howze, Stephen Wallach, Mary Tarro, Stephanie Lynch, Laura Williams, Program Managers
Status: Not Yet Completed
Completion Date: November 30, 2009

Next Step: Programs will adopt a case review tool by August 31, 2009.

3.8 All referrals will be handled by the Emergency Response programs. In addition, Emergency Response staff will respond to all referrals in accordance with statutory regulations.

Staff Responsible: Kim Pearson, Division Manager
Melinda Lake, Division Manager
Status: Not Yet Completed
Completion Date: December 31, 2009

Next Step: A Meet and Confer with the appropriate labor unions regarding the consolidation of referrals will follow.

Priority Area 4 – Policies and Procedures

Recommendations:

MGT 4.1 As part of the change management activities, CPS should review all written guidelines (including policies, procedures, and program information notices) and identify and remove duplicated, redundant, or outdated instructions.

MGT 4.1.1 In revising its guidelines, CPS should make a clear delineation between “policy (what the division should be doing) and “procedure” (how the division should be working).

MGT 4.1.2 CPS should organize documentation based on major process flows.

MGT 4.2.3 CPS should use the reengineered process maps as the basis for its procedural documents publish the maps as part of CPS procedures.

MGT 4.2.4 Core questions CPS should ask of each step in the process are: (a) Is this step required by federal or state laws and regulations or county policies issued by the Board?; (b) Does this step add value and help ensure children and family outcomes are optimized?; (c) Who should be performing this activity? Can clerical or administrative staff be leveraged to free social workers to perform more work in the field?

MGT 4.3 CPS should establish a knowledge management unit so it can review and update guidelines on an annual basis. This unit should use the results of QA reports, best practice research, and interaction with social workers to identify possible improvements or changes. This unit should also assist in training and developing staff to ensure they have a full understanding of required activities and any changes.

GJ 30 The CPS policy manual should be completely rewritten to include an index and expanded table of contents and be in digital form with electronic search capability.

Actions:

4.1 A workgroup was formed in January 2009 to: Clearly delineate what constitutes policy versus procedure and practice; redesign the policy manual for the computer age by taking advantage of hyperlinks, automated search functions and table of contents; and, use Information Mapping as the format for all polices and procedures.

A team has been selected to act as Structural Experts on polices and procedures and received training on information mapping techniques in May 2009. This team will be responsible for updating and keeping the policy manual current via systematic review of all content to avoid duplication and inefficiencies.

In late May, a unit of Emergency Response staff reviewed the newly revised policies and procedures. Their feedback was uniformly positive.

To date, three policies and procedures have been revised (Body Checks, Emergency Response Investigation and Medical Exams). In June 2009, all CPS staff were provided access to the revised policies/procedures via a desktop link to the newly created Policies and Procedures folder.

Staff Responsible: Laura Williams, Program Manager
Status: In Progress

Completion Date: December 31, 2010

Next Step: One more member of the Structural Experts team will be trained in August. The team is in the process of revising 11 additional policies and procedures which will be placed on the Policies and Procedures folder, when completed, for easy access via desktop link.

4.2 A systematic process will be in place to ensure all policies and procedures are continuously reviewed and updated.

Staff Responsible: Laura Williams, Program Manager

Status: In Progress

Completion Date: December 31, 2010

Next Step: A written plan on how the policies and procedures will be reviewed and updated will be developed.

Priority Area 5 – Community Outreach

Recommendation:

MGT 5.1 CPS should place a higher emphasis on developing and strengthening community connection and linkages.

Actions:

5.1 With technical assistance from CWLA, CPS has convened a “Visioning Team,” tasked with developing a vision and mission for the agency which incorporates the change management philosophy and the themes emanating from the Grand Jury and MGT recommendations.

The Visioning Team has identified the following core values for the division: Partnerships (internal and external), Diversity, Professional Development, Staff Support, Community and Family Engagement and Transparency. For each of these core values, the team has developed preliminary statements which provide a vivid description of what the agency plans to achieve in each of those areas.

Staff Responsible: Alicia Blanco, Program Planner
Status: In Progress
Completion Date: September 30, 2009

Next Step: preliminary core value statements and vivid description will be sent to CWLA for review and feedback.

5.2 Communication with division staff and external stakeholders will occur regularly and will convey the organizations vision, mission and performance data. The CPS communications and media officer is developing an email newsletter to be sent to internal and external stakeholders with information on system improvements, outcomes and performance measures, updates on programs and a message form the deputy director.

Responsible Staff: Laurie Slothower, Communications and Media Officer
Status: In Progress
Completion Date: September 21, 2009

5.3 CPS continues to provide joint response to referrals in partnership with Birth and Beyond Family Resource Centers. In February of this year, joint response was expanded to all eight Family Resource Centers. Since then, the number of referrals receiving a joint response has increased dramatically.

Staff Responsible: Cynthia Vanzant, Program Planner
Status: In Progress
Completion Date: On Going

Data: The chart below shows joint responses for the week of 7/7/09 and cumulative since 2/1/09 for each of the eight Family Resource Centers.

Site	Total referrals for the week of 7/9/09	Total Joint visits for the week of 7/9/09	Total Ref. Since 2/1	TOTAL JV Since 2/1
La Familia	2	2	51	46
River Oak	2	2	32	24
Valley Hi	1	1	62	54
Meadowview	0	0	31	22
Rancho	0	0	44	42
North Highlands	2	2	67	40
North Sacramento	2	0	37	31
MAN	2	0	45	30
TOTALS	11	7	369	289

Next Step: There is a possibility of the joint response program ending due to budget cuts affecting the Birth and Beyond Family Resource Centers. If that were the case, CPS' ability to provide early intervention and prevention services to at-risk families will be severely impacted. It is estimated that close to 400 families within the community will be impacted by such loss.

5.4 In an effort to facilitate the development and strengthening of partnerships with community providers, CPS has assigned areas of specialization to program planners. The areas of specialization include, mental health, physical and dental health, alcohol and drugs, education, resource families and faith community.

Staff Responsible: Laura Coulthard, Deputy Director
Status: In Progress
Completion Date: July 31, 2009

Priority Area 6 – Human Resources

Recommendations:

MGT 6.1 CPS should take measures to identify and focus on units with high turnover and vacancies and to improve staff morale.

MGT 6.5 CPS should implement an employee recognition program to identify and recognize high-performing staff. This program can be as simple as monthly or quarterly newsletter to all staff that focuses on highlighting unit or staff achievements and that also discusses best practices identified or used by these staff/units.

GJ 11 CPS management should prepare an analysis of this turnover problem and implement a recommendation plan

Actions:

6.1 In March 2009, CPS convened a Workforce Investment work group to look at issues related to recruitment, retention, recognition, training and staff support. The Workgroup is comprised of CPS management, Training and Staff Development, DHHS HR, labor organizations, the California State University and the UCD Northern California Training Academy. The work group has developed an action plan to address workforce issues.

Staff Responsible: Karen Parker, Program Planner

Status: **Completed**

Completion Date: June 19, 2009

Data: The Workforce Investment work group conducted several focus groups in April 2009 to obtain feedback from social workers regarding hiring, training, peer mentoring, supervision, retention and recognition. Focus groups were also conducted in June to obtain feedback from supervisors. A consistent theme from these feedbacks was the need for more program-specific training.

Next Steps: The Workforce Investment work group will begin implementation of the work plan. Work plan action items include:

- Peer mentor program with standardized criteria, expectations, roles and responsibilities.
- Critical incident response protocol focusing on secondary trauma
- Updated Leveling Plan for each program
- Multi-tiered staff recognition plan
- Improved hiring process

6.2 CPS expects that as a result of the implementation of the initiatives included in the Workforce Investment work group work plan, retention of social work staff will increase. The initiatives to be implemented are listed under action 6.1 above.

Staff Responsible: Karen Parker, Program Planner

Status: Not Yet Completed

Completion Date: March 31, 2010

Data: The tables below show turnover rates for social workers and supervisors, excluding promotions and transfers within the division.

Social Worker Turnover in CPS 2005 Through May 2009

	2005		2006		2007		2008	
Total Social Workers	474		479		471		471	
	#	%	#	%	#	%	#	%
Total Turnover	77	16%	97	20%	80	17%	60	13%

Supervisor Turnover in CPS 2005 Through May 2009

	2005		2006		2007		2008	
Total Supervisors	78		79		79		80	
	#	%	#	%	#	%	#	%
Total Turnover	5	6%	2	3%	7	9%	7	9%

Next Step: The work group will review feedback provided by social workers on the subject of retention and turnover.

Recommendation:

MGT 6.4 CPS should ensure that supervisors and managers are performing annual performance evaluations of all their staff. These evaluations should include assessment of the staff's use of the SDM tool, evaluation of outcomes related to the cases staff have worked on, and any information provided from the QA unit based on their reviews.

GJ 3 The completion of yearly evaluations on all employees must be recognized as a critical, high priority activity required of supervisors and managers.

GJ 5 CPS supervisory personnel must attend a training course specifically focused on employee performance evaluations.

GJ 7.1 CPS management should work with the Human Resources Department to immediately complete evaluations on all CPS personnel.

GJ 7.2 CPS supervisors and managers should be held accountable for ensuring that employee evaluations are completed in a timely manner.

Action:

6.3 All CPS employees will receive performance evaluations on a regular basis. CPS established a work group in September 2008, to identify a user-friendly performance evaluation tool that could be tailored to CPS's needs. The new tool recommended by the work group is web-based and is currently being used by other County departments. The new performance evaluation tool generates usage reports which will allow managers and supervisors to track completion of the evaluations and provide follow up when necessary. Additionally, maintaining current performance evaluations for subordinates is a performance goal for all management and supervisory classes. All supervisors and managers will be trained on performance evaluations and the new evaluation tool prior to implementation. Evaluations will be performed each year on the date of hire.

During the month of June, the committee drafted goals to be used on the performance evaluation tool and formatted them for consistency and to fit the tool.

Staff Responsible: Laura Williams, Program Manager

Status: In Progress

Completion Date: January 30, 2011

Next Step: The Performance Evaluation Committee is finalizing the Goals section of the evaluation tool with goals appropriate to each job classification used by CPS. This task will be completed by the end of July 2009, and will be followed by the actual addition of those goals onto the web-based evaluation tool. The work group plans to test the evaluation tool and process starting in October 2009 with management and probationary employees and systematically rolling it out to all staff.

Recommendations:

GJ 6 Greater interdepartmental cooperation must exist between CPS and the HR department. CPS management must do more to demand and improve the delivery of services from the HR department. Management attention and involvement must be brought to the table to reconcile this festering issue.

GJ 4 HR must accept its responsibility for ensuring the completion of annual performance appraisals as part of their fundamental personnel oversight responsibilities.

GJ 8.1 Given the number of cases referred for discipline and the lengthy time until resolution, the Grand Jury recommends that more current HR staff be reallocated to CPS.

Actions:

6.4 To improve communication between CPS and HR, and to proactively resolve any personnel related issues, a Human Resources manager attends the weekly DHHS Executive Management Team meeting. Any unresolved issues will be referred to and addressed by the administrators of the Countywide and Internal Services agencies.

During the month of June, HR staff was very busy with layoffs due to budget cuts.

Staff Responsible: Ann Edwards-Buckley, Director

Status: **Completed**

Completion Date: May 30, 2009

6.5 HR allocated an additional personnel analyst position to work on CPS matters. Additional HR resources will be redirected as needed.

Staff Responsible: David Devine, Director of Personnel Services

Status: **Completed**

Completion Date: May 30, 2009

Recommendation:

GJ 8.2 The length of time that employees are on paid administrative leave must be reduced.

Action:

6.6 DHHS will require director-level approval for all administrative leaves effective May 2009.

Staff Responsible: Ann Edward-Buckley, Director

Status: **Completed**

Completion Date: May 30, 2009

Recommendations:

MGT 6.6 CPS should work with the unions and the County's Human Resources unit to identify appropriate remedies available for staff who required functions and who violate policies, laws or regulations.

MGT 6.6.1 CPS should train all supervisors and managers on the required activities needed when employees are not performing as required. Staff members who are not performing as required or who have violated policies, laws or regulations, should be provided with the resources needed to address these issues (additional training, one-on-one counseling, etc.) as appropriate. CPS must also ensure that it takes appropriate measures for staff who consistently violate policies, laws or regulations, or who have committed egregious acts that would qualify them for discipline (up to and including termination).

MGT 6.7 The County Human Resources staff should make a concerted effort to assist CPS supervisors and managers in carrying out effective employee actions, including discipline, evaluations and hiring.

GJ 7.3 Formal disciplinary action should be mandated in instances where evaluation timetables are not met.

GJ 10 HR should develop effective training seminars for all supervisors and managers of CPS to promote greater understanding of the requirements needed for rapid adjudication of (disciplinary) cases.

Actions:

6.7 163 CPS managers and supervisors attended a course on interactional supervision provided by the Northern California Training Academy. The course taught advanced skills of supervision and staff management.

Staff Responsible: Terry Clauser, Program Planner

Status: **Completed**

Completion Date: May 29, 2009

Next Steps: A follow-up check-in meeting between the course teacher and participants will take place in September 2009.

6.8 A special training on the discipline process will be scheduled for this summer exclusively for CPS managers and supervisors to improve their understanding of the progressive discipline process.

Staff Responsible: Terry Clauser, Program Planner

Status: Not Yet Completed

Completion Date: Summer 2009

Recommendation:

GJ 12 Establish a specialist classification in CPS available to social workers that are able to take on unique and complex cases.

Action:

6.10 The Peer Mentor program currently in place at CPS assigns experienced social workers to provide mentoring to new workers. The Workforce Investment Workgroup is looking at enhancing this peer mentor model by establishing standardized criteria, assignment time frame and pay differential for peer mentors. Peer mentors will be selected based upon knowledge, skill and quality of work. Development of this enhanced model will be completed by the end of the year.

Staff Responsible: Karen Parker, Program Planner

Status: In Progress

Completion Date: December 31, 2009

Next Step: By October 31, 2009, the workgroup will develop the new peer mentor model based on feedback from social workers and will prepare for meet and confer.

Recommendations:

GJ 13.1 Program managers and supervisors must ensure that their employees attend classes and satisfy the 30-hour annual requirement.

GJ 13.2 Program managers and supervisors use the training records in conducting annual employee evaluations.

GJ 13.3 supervisors should recommend beneficial training and should maintain an attendance log in their desk file.

GJ 14 CPS should review the training log for accuracy and correct erroneous entries.

MGT 6.2 CPS should institute a leadership development program at the program manager level and above. This program should consist of one-on-one coaching sessions aimed at developing individual leadership skills, problem solving, and identifying means to enhance staff morale. If this program process to e successful, CPS should consider rolling it out to the supervisor-level positions as well.

Action:

6.11 Training records will be distributed quarterly to program managers and supervisors to be kept in the employee desk file.

Staff Responsible: Terry Clauser, Program Planner

Status: **Completed**

Completion Date: June 29, 2009

6.12 Training will reflect the needs of the individual employee and the division. Training needs for individual employees will be determined through regular performance evaluations.

Staff Responsible: Eva Schrage, Patti Gilbert-Driggs, Judy Pierini, Cindy Scott, Joni Edison, Monin Mendoza, Abraham Samuel, Roderick Howze, Stephen Wallach, Mary Tarro, Marian Kubiak, Nancy Marshall, Laura Williams, Stephanie Lynch, Program Managers

Status: Not Yet Completed

Completion Date: March 31, 2011

6.13 Supervisors and social workers will review the training records quarterly for accuracy. Errors will be reported for correction.

Staff Responsible: Eva Schrage, Patti Gilbert-Driggs, Judy Pierini, Cindy Scott, Joni Edison, Monin Mendoza, Abraham Samuel, Roderick Howze, Stephen Wallach, Mary Tarro, Marian Kubiak, Nancy Marshall, Laura Williams, Stephanie Lynch, Program Managers

Status: **Completed**

Completion Date: June 29, 2009

6.14 Two CPS program managers participated in the Northern California Training Academy’s “Tools for Manager’s Excellence” leadership program. The program, which started in September 2008 and ended in May 2009, included in-depth discussion of management related topics such as:

- Identifying personal strengths and weaknesses
- Supervision
- Productivity
- Data Analysis
- Fiscal Essentials
- SDM

Participating managers found the course very helpful in bridging the gap between being a supervisor and becoming a manager. In addition, they had an opportunity to interact with managers from other counties and exchange information and points of view.

Staff Responsible: Terry Clauser, Program Planner

Status: **Completed**

Completion Date: May 7, 2009

Recommendations:

GJ 21.2 SafeMeasures should be used in staff meetings and as a means of tracking employee performance.

GJ 18.1 Division managers should provide additional IRIS training and demand greater use of the software by program managers and supervisors. Program Information Notice 08-12, which provides detailed instructions of the use of IRIS, should be strictly followed.

GJ 21.1 All supervisors and managers should receive additional training in the use of SafeMeasures.

GJ 22 QA personnel should receive training in the use of all CPS software and be required to use SafeMeasures in their assessment of CPS programs.

Actions:

6.15 Advanced SafeMeasures training was provided to all managers and supervisors to better understand data and develop a plan to use data proactively to ensure compliance.

Staff Responsible: Terry Clauser, Program Planner

Status: **Completed**

Completion Date: April 9, 2009

6.16 The QA unit received advanced SafeMeasures training provided by the Northern California Training Academy. During this training, the QA unit learned about new tools available on SafeMeasures and became familiar with how programs are using SafeMeasures to monitor performance. The training also allowed QA to review the SafeMeasures usage plans developed by each program.

Staff Responsible: Terry Clauser, Program Planner

Status: **Completed**

Completion Date: April 9, 2009

6.17 Every program has developed a usage plan for SafeMeasures data/reports. Division managers review SafeMeasures data with program managers during supervision. Program managers, in turn, do the same with supervisors.

Staff Responsible: Terry Clauser, Program Planner

Status: **Completed**

Completion Date: April 9, 2009

Next Step: Develop a mechanism to ensure supervisors review SafeMeasures data with social workers during supervision.

Priority Area 7 – Excessive Caseloads

Recommendations:

MGT 7.1 As part of the annual budget process, CPS needs to evaluate actual and forecasted workloads by staff and by unit and allocate social worker positions to programs, offices and units based on actual data and expected changes to future workloads in the upcoming year. CPS must make staff aware that assignment to a program or unit can change depending on the division's need and that they are not guaranteed that they remain in the same programs.

MGT 7.3 CPS should require supervisors and managers to actively monitor caseloads of their social workers and units. Executive managers should obtain usage reports from CWS/CMS and SafeMeasures to identify those supervisors or managers who are not logging in and using the system reports to their fullest extent. Executive managers should provide additional training or coaching for those supervisors or managers not using the available reports.

MGT 7.5 CPS should conduct a time-management study (using the SB2030 study performed in 2000 as a model, for example) to identify actual case or referral processing times for core program areas. CPS should use this information to identify the minimum ad maximum caseloads that social workers can reasonably be expected to carry by program. CPS should then develop contingency plans to address excessive workloads, such as temporarily increasing staff through the use of retired annuitants or temporary staff or fast-tracking the closure of lower-risk cases and referrals.

MGT 6.8 After implementing process and guideline improvement changes, CPS should reevaluate its workloads and staffing levels to determine whether it has sufficient staff to carry out required activities or whether it needs to request additional staff from the County.

GJ 15.1 CPS should define a case and establish caseload and workload criteria.

Actions:

7.1 Workload issues within program will be addressed by the Program Specific Workgroup (PSW) and ameliorated in accordance with safety and legal mandates. Each program will have an updated leveling plan in place, outlining workload priorities based on caseload levels.

Staff Responsible: PSW Co-Chairs
Status: Not Yet Completed
Completion Date: December 31, 2009

Next Step: By August 31, 2009, each PSW will review and update existing leveling plans and/or identify criteria for creating a leveling plan where one does not exist.

7.2 Position allocations and reallocations will be determined by workload. CPS is committed to developing a process for identifying resources that can be activated quickly in order to adjust staffing levels when workload increases. A protocol for adjusting staffing levels will be implemented by the end of 2009.

Staff Responsible: Luis Villa, Division Manager
Melinda Lake, Division Manager
Kim Pearson, Division Manager

Status: Not Yet Completed

Completion Date: December 31, 2009

Recommendation:

GJ 15.2 Case supervisors should monitor and ensure that cases no longer needing services are closed in a timely manner.

Action:

7.5 CPS managers and supervisors received mandatory SafeMeasures Training and developed a plan for regularly reviewing the length of time cases are open. Supervisors review individual and aggregate caseloads to identify length of services open and risk level to ensure cases reach a timely disposition.

Staff Responsible: Terry Clauser, Program Planner

Status: **Completed**

Completion Date: April 30, 2009

Recommendations:

MGT 4.2 CPS should map and reengineer its core child welfare processes to increase efficiency. CPS should map current processes down to the activity level and systems/documentation used.

MGT 4.2.1 CPS should review the maps to identify decision points, handoffs and bottlenecks. CPS should then examine and reengineer its processes using the maps to eliminate redundant steps, reduce the use of paper documents, improve quality, and reduce case and referrals times.

GJ 16 Tasks not needing the skills of a social worker should be turned over to support staff.

Actions:

7.6 An efficiency review of the Dependent Intake function of the Court Services program was launched in late May 2009 under the leadership of a program planner. The review is being conducted by a work group which includes representatives from all job classifications involved in the dependent intake process. A representative from the labor organizations also participates in the work group. The group is in the initial review process and is scheduled to give a report of their work to the Program Specific Workgroups (PSW) on July 29.

Staff Responsible: Martha Haas, Program Planner

Status: In Progress

Completion Date: December 31, 2009

Next Step: Identify any recommendation that impacts other programs and receive feedback from the affected PSW. Efficiency recommendations are scheduled to be completed and presented to program management by September 30. A Meet and Confer with the appropriate labor unions will follow as indicated.

7.7 CPS is formalizing a new, enhanced model for the Placement Support Unit to assist case carrying social workers with placements and placement related activities such as documentation and face to face visits. A committee is working on developing protocols and an implementation plan.

Staff Responsible: Romeal Samuel, Program Planner

Status: Not Yet Complete

Completion Date: December 31, 2009

Recommendation:

GJ 18.2 The Grand Jury recommends that the cases be shown in a color code (e.g. green for good, yellow for cautionary, red for urgent and flashing red for immediate attention.)

Action:

7.8 The Program Information Notice regarding IRIS use was updated on October 30, 2008 and training for all supervisors occurred in November and December 2008.

Division managers require program managers to check IRIS daily and follow up with supervisors whenever a referral appears on IRIS. All referrals that appear on IRIS are urgent and require immediate attention. Managers provide continuous oversight by checking the system daily and following up with staff immediately when referrals are open to their programs.

Staff Responsible: Melinda Lake, Division Manager

Kim Pearson, Division Manager

Luis Villa, Division Manager

Status: **Completed**

Completion Date: December 31, 2008

Priority Area 8 - Resources

Recommendations:

MGT 7.2 CPS should review its paper-based documentation requirements for social workers to determine if there are options to using paper documents (better use of CWS/CMS or using administrative staff to complete documentation, for example).

MGT 8.1 CPS should work with the state and information technology units to identify possible improvements to the County's access to CWS/CMS. CPS should identify whether it is possible to provide more frequent updates so that managers have access to information in real time or have more current information that would allow them to better manage staff and allocate resources. CPS should also determine whether it can increase its use of CWS/CMS and decrease its use of paper documentation or alternative data systems (such as the Immediate Response Information System). CPS should also work with the state ad County to determine if there are ways to "fast-track" the purchase of technology required by social workers to effectively manage cases while in the field.

MGT 8.2 CPS should work with the state and information technology units to identify possible technology solutions to provide better access for social workers while they are in the field. This includes reevaluating the use of QuickPads or identifying alternative methods for access to data tools and CWS/CMS.

MGT 2.1.1 As part of this planning process, CPS should incorporate a philosophy shift to allow the division to become a child-focused and fieldwork-based operation, instead of using a documentation-focused and deskwork-based model.

MGT 2.1.2 By moving to emphasis to obtaining resources and modifying processes to allow social workers to spend more time in the field working directly with families and children and providing front-end services, the division should be able to reduce the number of children placed into protective custody and foster care and reduce casework at the back-end.

GJ 24 CPS should investigate electronic devices that could improve social worker efficiency. Factors such as worker safety and client confidentiality should be considered.

GJ 25 This system (tokens) should continue but annual reassessments should be conducted to evaluate its value, safety and security.

Actions:

8.1 CPS will implement an electronic (non-paper) service referrals process that will be supported by clerical staff and the CWS/CMS system.

Staff Responsible: Laura Williams, Program Manager
Status: Not Yet Completed
Completion Date: December 31, 2009

8.2 CPS is working with the Juvenile Court and attorney groups to develop and implement a process for electronically transferring court related documents. Initial testing has expanded from the documents related to the Initial Hearing to protective custody warrants. The Court Manager has found the process to be positive and this is helping us transition from a paper based to electronic record-keeping system. Through

the testing, CPS has identified additional changes that needed to take place prior to large scale implementation. The workgroup meets regularly to discuss progress and identify next steps.

Staff Responsible: Melinda Lake, Division Manager
Status: In Progress
Completion Date: June 30, 2010

Next Step: Continue to explore with the Court how to expand the paperless transfer process.

8.3 Management, supervisors and social workers have been provided with VPN remote access to CWS/CMS, SDM and SafeMeasures

Staff Responsible: Joni Edison, Program Manager
Status: Completed
Completion Date: June 15, 2009

8.4 CPS will give social workers remote access to CWS/CMS and SDM and SafeMeasures using a laptop (or mini-laptop) computer and an internet connection via a Virtual Private Network (VPN). This will allow social workers to access records; make entries to CWS/CMS, and conduct SDM safety and risk assessments in the field. Access will be provided via the county's SSL (Secure Sockets Layer) VPN. SSL is a secure protocol developed for sending information over the internet. CPS is actively evaluating several laptop options for purchase.

Staff Responsible: Laura Williams, Program Manager
Status: In Progress
Completion Date: September 30, 2009

Next Step: Vendor will be selected and mini-laptops ordered by July 24, 2009.

Recommendation:

GJ 23 High priority should be given to purchasing and installing the (hotline) voice recorder system as soon as possible.

Action:

8.5 Voice recording system for the CPS hotline has been purchased and installed.

Staff Responsible: Joni Edison, Program Manager
Status: **Completed**
Completion Date: July 1, 2009

Priority Area 9 - Other

Recommendation:

GJ 32.2 Access to the case records in CWS/CMS of children who died, or were subject to a near-death situation, should be restricted to persons who demonstrate a legitimate need to see the case record.

Action:

9.1 Access to records has been restricted to staff having a legitimate need for the information.

Staff Responsible: Laura Coulthard, Deputy Director

Status: **Completed**

Completion Date: May 2009

DEFERRED RECOMMENDATIONS

Recommendation:

MGT 1.10 Should the County fail to make measurable improvement or if the capacity development manager is unable to implement recommendations, the County Board should escalate its level of involvement to ensure the County makes sufficient efforts timely.

GJ 1.1 The Board of Supervisors conduct a thorough assessment of the performance of HHS and CPS management. These administrators must demonstrate more than subject matter expertise. They must demonstrate ability to ignite enthusiasm of CPS supervisory and rank and file professionals and exhibit the creative energy and management skill necessary to lead CPS in the challenges ahead.

Response:

The above recommendations pertain to the Board of Supervisors.

Recommendation:

GJ 26 The County should expand this age group to five and under. With this change in place any child who is not of school age would require 24-hour response.

Response:

At this time there is no indication from the Children's Research Center that change in the age range would increase safety with children 0-5.

Recommendation:

GJ 28 Whenever there is prior history of physical abuse or domestic violence, the response should be 24 hours or less.

Response:

The physical abuse response priority tree gives the intake social worker a choice of 24-hour response.

Recommendation:

MGT 5.2 CPS should appoint a manager-level person as the community partner outreach focal point. This staff person would be responsible for developing relationships and synergies with other governmental agencies and community-based organizations so CPS obtains the support it needs and leverages other agencies' strengths to reduce workloads for CPS staff.

Response:

At this time, all managers are responsible for conducting community outreach.

Recommendation:

MGT 5.3 CPS should form MOUs with the community-based organizations and other governmental entities to delineate expectations and roles for both CPS and external agencies.

Response:

CPS already has in place over 60 MOUs with community organizations which are being updated as necessary.

Recommendation:

MGT 5.4 Periodically, but at least annually, CPS should solicit feedback from external agencies on the quality of CPS staff's interaction with these entities, and should also, in turn, provide feedback to the agencies on how their staff have interacted with CPS.

Response:

Management is reviewing options for improved communications with stakeholders and staff.

Recommendation:

MGT 5.5 CPS should identify "front-end" work (voluntary training or programs for families and children) that it can offer in conjunction with external agencies and that has the possibility of reducing the number of cases coming into the child welfare system. CPS should allocate staff to research what other counties are doing to assist families in their communities and pilot best practice programs that will assist families and prevent them from entering the child welfare system.

Response:

CPS has created many links to community partners so that families can be appropriately referred to community-based services.

Recommendation:

MGT 6.3 CPS should create a social worker rotation schedule that would allow social workers to rotate into different programs on an ad-hoc or periodic basis. This environment would build the pool of social workers who are cross-trained on multiple programs, and would also allow CPS flexibility in moving resources to those units with excessive cases or referrals.

Response:

Social workers enjoy a lot of mobility between programs and CPS has been able to tap out-of-program experts when needed.

Recommendation:

GJ 9 An alternative organizational structure, which would provide more efficient HR disciplinary support to CPS, should be considered.

Response:

Do not concur with recommendation GJ 9.

Recommendation:

MGT 8.3 Additionally, if functional alternative technologies exist, such as the use of Dragon Naturally Speaking that can replace outdated modes (such as the use of transcriptionists), the division should prepare a budget request to obtain the resources needed to purchase these technology items. This budget request should include the savings available eliminating positions as a result of the improved efficiencies.

Response:

Management is looking at voice-activated computer capabilities to expedite writing of documents.

Recommendation:

MGT 8.4 CPS should develop a computer-based vehicle booking system and should centralize that system based on location rather than on program.

Response:

Implementation of recommendation MGT 8.4 requires funding which is not available at this time.

Recommendation:

MGT 8.5 CPS should work with the County motor pool to identify ways to increase access to reliable vehicles for CPS staff.

Response:

Management will revisit this recommendation at a later time.

Recommendation:

GJ 17.1 All CPS personnel should be required to pass software proficiency examinations

Response:

Proficiency in the use of required software will be assessed throughout the probationary period and during annual evaluations.

Recommendation:

GJ 8.3 Supervisors should be held accountable for keeping an active up-to-date file on employees as mandated in the County Discipline Manual.

Response:

Maintenance of a desk file for each subordinate will be a goal on supervisors and managers performance evaluations.

Recommendation:

MGT 7.4 CPS should work with the Juvenile Court system to identify what documentation or items the court actually needs at various hearings. CPS should develop templates that align with Juvenile Court needs and train social workers on using these templates. These actions should ensure that court reports are more streamlined and direct and contain only that which is directly relevant and needed, while reducing report creation time frames for social workers.

Response:

Management is looking at options to work with the court on standardizing documentation.

Recommendation:

GJ 17.2 Proper software utilization by all personnel should be assessed monthly.

Response:

Staff proficiency in necessary computer applications will be assessed via performance evaluations.

Recommendation:

GJ 18.3 The IRIS program should be modified to automatically send emails to the appropriate program manager, the division manager and the CPS director and when any case is red or flashing red.

Response:

CPS will review this issue with IT to determine if this is possible.

Recommendation:

GJ 19.1 Changes should be made (to the CWS/CMS system) that will not allow deleting, but will require strikeouts and additional comments.

Response:

CPS will forward recommendation GJ 19.1 to the State CWS/CMS Project for consideration.

Recommendation:

GJ 19.2 Create an identifying log (in CWS/CMS) that records author and date of any changes.

Response:

CPS will forward recommendation GJ 19.2 to the State CWS/CMS Project for consideration.

Recommendation:

GJ 31.1 The County Board of Supervisors should request the State Legislature amend the appropriate sections of the Penal Code to authorize such detention.

Response:

Do not concur with recommendation GJ 31.1.

Recommendation:

GJ 31.2 Sacramento County should be designated as a Pilot Project County to establish and evaluate the efficacy of detaining children at possible risk.

Response:

Do not concur with recommendation GJ 31.2.

Recommendation:

GJ 32.1 The County Board of Supervisors should request the State Legislature amend Welfare and Institutions Code 827 to include the Grand Jury in the list of “Persons Authorized to View Juvenile Records without a Petition or Court Order.”

Response:

This issue will be presented to the Board of Supervisors for possible inclusion in the 2010 Legislative Platform.

PERFORMANCE INDICATORS

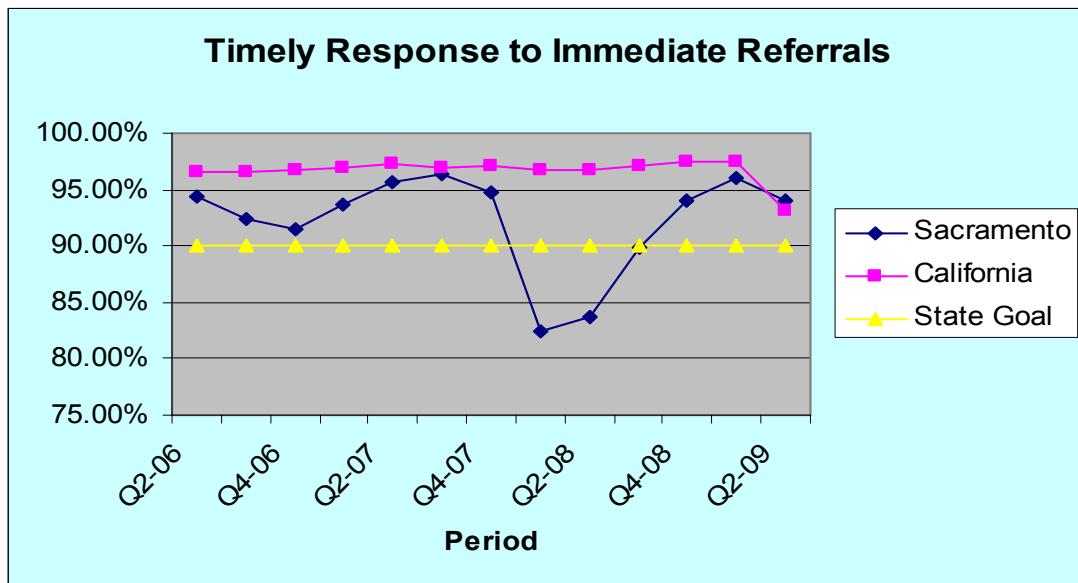
The graphs below show CPS performance compared to the California statewide average and the state goal (when applicable).

1. Timely Response to Immediate Referrals

During the second quarter of 2009, CPS responded timely to 94% of immediate referrals. This performance was above the state goal of 90%, and slightly better than the California average of 93.2% for the period.

	Second Quarter 2009*
Sacramento's Performance	94%
California Statewide Average	93.2%
California State Goal	90%

*SafeMeasures Data

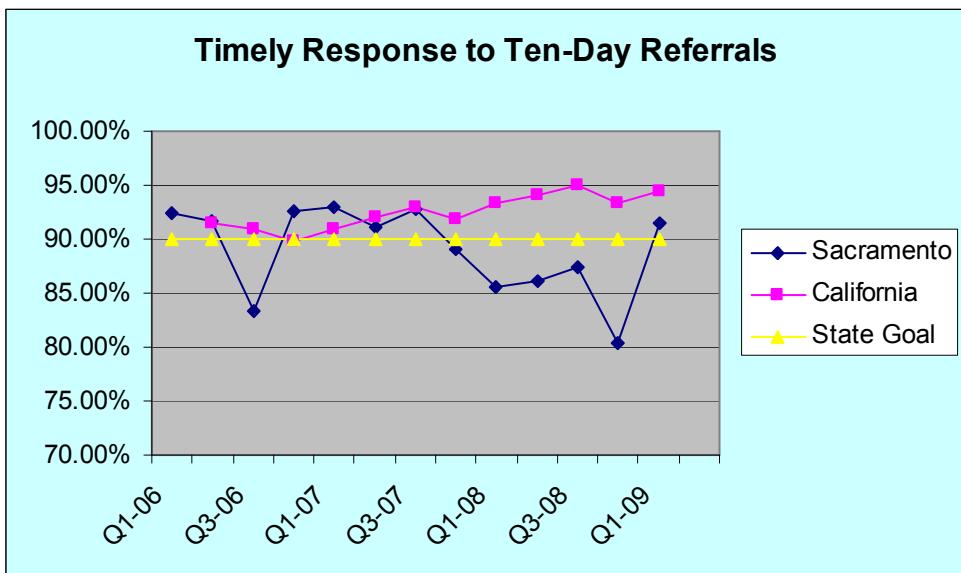


2. Timely Response to Ten Day Referrals

Data for the first quarter of 2009 shows a dramatic increase in performance from 80% in the fourth quarter of 2008 to over 90% in the first quarter of 2009. This performance improvement places Sacramento above the state goal of 90%.

	First Quarter 2009*
Sacramento's Performance	91.4%
California Statewide Average	94.4%
California State Goal	90%

*SafeMeasures Data

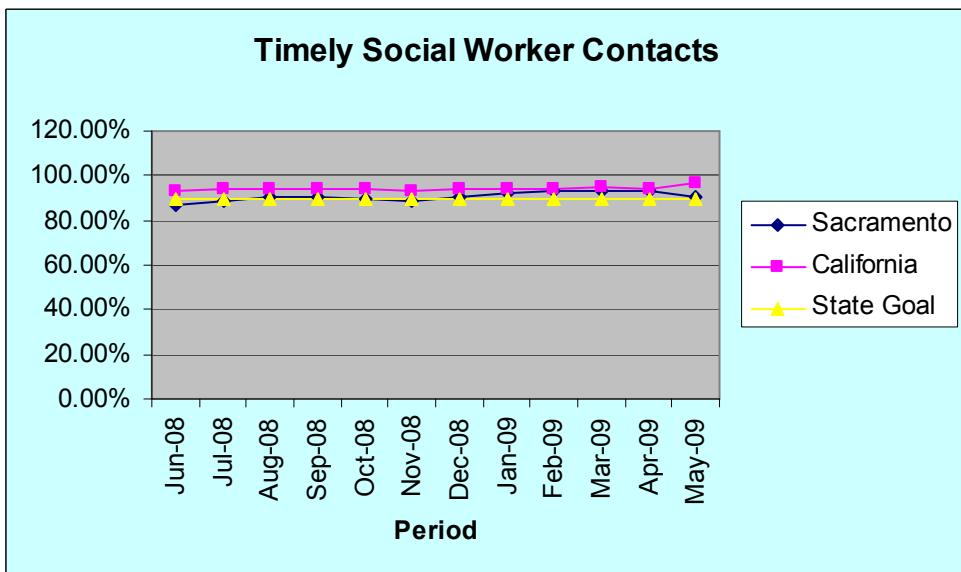


3. Timely Social Worker Contacts

In May of this year, Sacramento experienced a slight decrease in performance from the previous month but it is still operating above the state goal.

	May 2009*
Sacramento's Performance	90.6%
California Statewide Average	96.6%
California State Goal	90%

*SafeMeasures Data



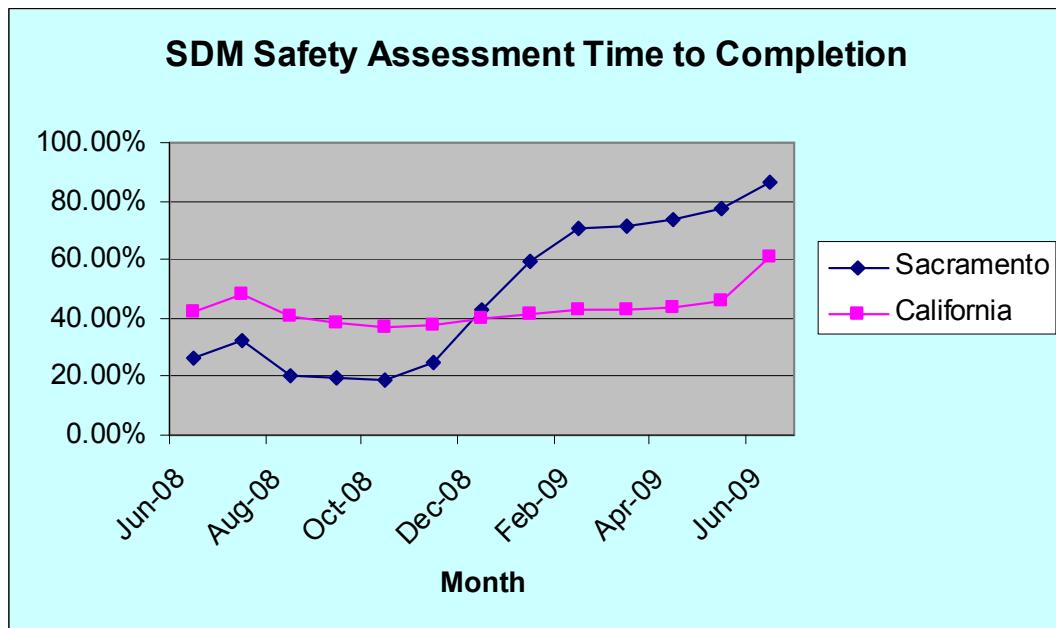
4. SDM Safety Assessments

As the graph below shows, CPS has achieved marked improvement on this measure over the past six months and has been above the California statewide average since December 2008. Sacramento's June 2009 performance ranked third in the State behind Colusa and Trinity Counties (see table below). There is no state goal for this measure.

	June 2009*
Sacramento's Performance	86.7%
California Statewide Average	61.1%

*SafeMeasures Data

County	Performance	Assessments Completed	Assessments Not Completed
Colusa	100%	4	0
Trinity	90.9%	10	1
Sacramento	86.7%	522	80



5. SDM Risk Assessments

CPS has achieved marked improvement on this measure since December 2008. There is no state goal for this measure.

	June 2009*
Sacramento's Performance	99.7%
California Statewide Average	100%

*SafeMeasures Data

