

County of Santa Clara

Social Services Agency

353 West Julian Street
San Jose, CA 95110-2335



DATE: January 13, 2020

TO: Board of Supervisors
Jeff V. Smith, M.D., J.D., County Executive

FROM: Robert Menicocci, Social Services Agency Director

SUBJECT: Off Agenda Report on Receiving, Assessment and Intake Center Questions

REASON FOR REPORT

Off-agenda report addressing the request made at the November 19, 2019, Board of Supervisors (BOS) Meeting (Item No. 19) and questions raised during the December 10, 2019 BOS Meeting (Item No. 8). The report (99852) submitted for BOS Meeting scheduled for January 14, 2020 provides additional information and a status update on the Receiving, Assessment and Intake Center (RAIC).

Below are outlined the questions raised and responses to each.

1. Report on supplemental options to existing childcare and transportation resources.

For transportation support

Social Services Agency Department of Family and Children Services (DFCS) currently has a contract with Hop, Skip, Drive. This contract is primarily utilized for summer activities related to transporting kids to summer camp. This resource is also being utilized to support caregivers getting children to and from school, medical appointments and supervised visitation. Due to this expansion, DFCS is bringing forward an amendment for the BOS approval on January 28th, 2020 under existing appropriations. DFCS has revised the scope of work of existing contract and expanding use beyond transportation for school of origin to include "prosocial and other child-oriented services" DFCS is partnering with Kinship, Adoptive & Foster Parent Association (KAPFA) and the Quality Parenting Initiative (QPI) /Resource Advisory group to disseminate and share this service to Resource Parents, and will collect information on lessons learned in order to improve best utilization for this service.

In addition, DFCS is restructuring internal support with a clerical support team member to help schedule visitation and Home School District (HSD) transportation. This will free

up a Social Services Analyst to monitor the contract, identify trends, usage and outreach to develop additional long-term plans and supports for education or prosocial activity needs and supports.

For Childcare support:

DFCS currently supports childcare for work or school for caregivers and birth parents. Eligibility requirements must be met and have children between the ages of birth up to age 12. For older children with special needs, if special need is documented, childcare can be provided beyond age 12 and referrals can be expedited. DFCS will be launching an outreach campaign in Spring of 2020 to Social Workers and Caregivers to ensure everyone is aware of the resources available for both caregivers and birth parents as well as to identify possible gaps in care. One of the concerns noted is there may not be openings in childcare programs near the caregiver that meet the specific needs for a child and that supports to find childcare options may be needed. DFCS will explore this further with KAPFA and through the QPI/Resource Parent Advisory Committee to determine if specialized contracts are needed.

2. Report on mental and behavioral training for foster parents and ensuring that foster parents are aware of the child's needs at the time of placement.

DFCS partners with West Valley College to provide pre-approval and in-service training for potential and approved Resource Family Approval (RFA) resource parents. The "Pre-Approval Training" consists of 27-hours of training and is comprised of two sections. Foster Parents complete the Basic training, which is the 12-hours required by the State in order to approve an RFA Resource Family and 15 hours of advanced training. The 27 hours is divided into 9 sessions of 3 hours each. The curriculum being used is by the National Child Traumatic Stress Network (NCTSN), which has a primary focus on trauma. Throughout the curriculum, mental health and behavior needs of the children are discussed, as well as child development. Training includes speakers from the Department that share information on the resources available to them as resource parents.

DFCS is in the process of developing a new curriculum that will be used by Foster Family Agencies that train Professional Parents. The new curriculum is the Presley Ridge and is focused on delivering training for professional parents. The Division Manager of RFA and West Valley College Director of Foster and Kinship Continuing Education are working together to develop the new curriculum. It is important to note that DFCS does not operate a professional parent program but sees the benefit of the training curriculum and will be incorporating it for all the families going through the RFA training program.

In addition, DFCS is currently finalizing a specialized contract for caregivers serving children with Autism or who are considered on the Autistic spectrum. DFCS staff from the Adoptions and Post Adoption teams have been trained by the Kinship Center with Seneca in the Pathways to Permanency Train-the-Trainer training focused on children who have experienced trauma and loss. This is a specific training geared to educate caregivers about the impact of trauma in all aspects of a child's development and the

skills to effectively parent and support a child. This curriculum was specifically designed for those caring for children in permanent situations of guardianship or adoption. Training DFCS staff will ensure more trainings are available to caregivers and will help support trauma and permanency support around grief and loss earlier in the child welfare process.

3. Report on services accessible to children in County custodial care, engaging line staff, parents and service providers and nonprofit partners in the development of budgets, goal timelines, and identification of funding sources, as well a list of current staff levels, vacancies, planned changes to staffing and detailed description of current San Andreas Regional Center (SARC) partnership to ensure children are not let out of the process.

The -DFCS budget is not set up by program. The Agency budget includes cost associated with administration and operation costs, which includes salaries and benefits for the staffing; services and supplies for contracts, rent and other overhead, and other expenditures. The child welfare reimbursements for associated cost include the proration of staffing costs, contracts and Agency overhead. Attached is a high-level view of the FY19 Financial Summary.

Engagement of staff, parents and services providers in development of budgets, timelines and funding sources.

SSA (DFCS) continues to work with and partner with staff, community members and stakeholders to create new processes to transition away from a reliance on the RAIC model. DFCS has notified community partners, stakeholders and staff about the recent changes in the Receiving, Assessment, and Intake Center (RAIC) model. Specific efforts include the following:

- Daily or every other day huddles with staff, management and supervisors at all RAIC shifts through December;
- Added Supervisors at all RAIC shifts to support staff and ensure communication and support prior to the RAIC's closure;
- Huddles included updates on children and youth placement as well as operational changes, space and needs thoughts and ideas, hiring, process and system changes and impacts to staff at the RAIC.

In addition, the Union was notified of the RAIC closure and the plan to reassign staff and we are working to set up meetings on impacts to staff. In December and January placement process meetings with staff, partners and stakeholders occurred. There have been 3 meetings to date. On December 12th, a meeting with caregivers and CBO's occurred with the focus on discussing SARC partnership, placement options through Foster Family Agency's (FFA) and emergency placement option pilot through County RFA. In January 2020, the focus of internal meetings within SSA and Behavioral Health will be held to further discuss how to roll out additional funding, supports to caregivers and the formal plan. In addition, there are meetings being scheduled in the month of January with partners and stakeholders to provide updates.

Timelines and details in process

For January and February 2020

- Obtain additional housing and set up to support children in key areas in SCC.
 - Meet with Union and staff on impacts, any job duty changes and training for SWI RAIC staff in order to support Emergency Response at removal, visitation and placement stabilization or emergency approvals.
 - Development of policies and procedures for any changes in place to support placement stabilization and pre-placement support.
 - Assess staffing resource needs after the reassignment of existing staff to other duties.
 - Roll out of the Emergency Placement process for Resources homes with the County.
 - Increased resources needed for the continuum of care placement options with community-based providers.
 - Establish clear roles and responsibilities with Behavioral Health, and Probation.
 - Communication with Law Enforcement and other key community partners about changes and the closure of the RAIC
 - Tracking report for key indicators that is sent out monthly and allows for feedback to continue to "fine tune" the process changes needed to support children going to placement within 23 hours and 59 minutes.
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- DFCS Vacancy Information:

Social Worker III/II

	Current	Future
Assessment & Stabilization – 5 total		
CANC	4	
After Hours ER	1	
Family Support – 2 total		
Recruitment	2	
RFA		2
Central Bureau – 27 Total		
Continuing	14	1
ER	8	
DI	3	1
NMD	1	
VFM	1	
DIY		1

NoSo – 10 Total		
North ER	6	
North Continuing	2	
South ER	2	

Total SWII/SWIII vacancies = 44 current and future vacancies (staff that have submitted notice of resignation, but still employed). 11 SWII/SWIIIs in the current academy have been hired to fill some of these 44 vacancies.

Social Worker I

	Current	Future
Assessment & Stabilization – 2 total		
Keiki (prev. RAIC)-SWI	1	
Keiki (prev. RAIC- Senior Counselor)	1	
Family Support – 4		
SWI Unit(s)	4	
NoSo – 1		
North ER	1	
Overall Total Vacancies for SW I		7

4. **Report on percentage of current resource families (County and FFA) that already have other children at home (foster, adoptive, biological) when considering placement of high-needs kids out of the RAIC and more information on the demographic makeup of the Resource Families.**

This report will take additional time to compile but can be provided to the BOS at the next report out.

5. Report out of 24/7 support for caregivers

DFCS currently utilizes Placement Support Services (PSS) and wrap-around that can provide 24/7 support when needed. DFCS is in the process of launching a pilot that will develop a plan for additional funding and building additional resources for Emergency Placements and additional resources for respite and childcare that will support children with higher needs children and increased need of transportation support. In addition, DFCS is carefully tracking utilization of these resources for potential expansion, depending upon need.

6. **Concerns about use of the space at Keiki at 725 E. Santa Clara and additional housing options**

DFCS is currently utilizing the space at 725 E. Santa Clara known as the Keiki Center and is reconfiguring the space to best serve children and staff. However, we are also partnering with Facilities (FAF) and SSA Central Services to assess and obtain additional family home settings where larger sibling sets can be supported for no more than 23 hours and 59 minutes, if needed. In addition, Community Care Licensing has had multiple site visits and are monitoring the physical space at Keiki. Further, Central Services continues to support any physical location improvements in order to better support the care for children. SSA Protection Officers and a Sherriff Deputy have been moved to support operations at the Keiki Center since closure of the Enborg facility.

7. Request for a monthly dashboard similar to the CANC report provided.

DFCS is in the process of developing a new daily report that would capture children at all sites, as well as, tracking additional data needs for children; this includes initial medical assessment and mental health screening. DFCS anticipates this report will be in production and rolled out by the end of January 2020.

8. Report back on the stakeholder engagement meetings and report back for these meetings.

On December 12th, a meeting was held with SARC and local Foster Family Agencies to provide additional information about the needs for homes for children and possible partnerships. The initial intent was to reach out resource family homes within the County; however, invites were extended to include Foster Family Agencies and professional parent homes. The purpose of the meetings was to allow for an exchange of information, to share about the types of resource homes and to consider switching to a partner agency to provide a more therapeutic home setting model or professional parent model. Caregivers and providers were encouraged to help support and build the new pilot of RFA Emergency homes and the County shared information about the initial thinking and support in place. During the session, 5 homes self-selected to take part in the new pilot and are willing to serve a broad range of ages. The department is in the process of rolling out the pilot with two homes for the month of January. Additional meetings are being scheduled through the Resource Parent Advisory committee and will have report outs at the Continuum of Care meeting to all community providers. In addition, the department continues to have informational meetings with other counties to look at their programs, best practices and lessons learned.

9. Report back on the number of children covered under the Lanterman Act and partnership with the local regional center.

As of the date of this report, DFCS is serving 24 children/youth who are covered by the Lanterman Act/Developmental Services System. DFCS is in the process of developing a tracking system for these children to ensure increased collaboration. In addition, there are monthly meetings with the SARC and are in the process of setting up specific meetings in the month of January to increase partnership and clarify roles. Furthermore, Santa Clara County has been receiving technical support from the State for lessons learned from other counties regarding partnerships with regional centers. In addition, based on AB2083, DFCS, Behavioral Health, Probation, San Andreas Regional Center and Santa Clara County Office of Education will be creating an MOU for a system of care model.

10. Report back about the real estate search and additional properties.

Currently, the County has 3 site locations with signed leases. One location is currently staffed by a CBO with professional parents to provide a supportive home-like environment for a child with exceptional needs. A second site will be set up for county staff to serve children and youth for short term (up to 23 hours and 59 minutes) and the 3rd site will be set up for a sibling sets with at least one youth with higher needs. The department will continue to explore adding one additional space in San Jose and another in Gilroy.

11. Report back on the request of the CANC Dashboard

See question #8 above. The department is in the process of developing a dashboard report for the RAIC and welcomes any feedback on what information should be included.

12. Report back on request to get an outside evaluator to come back with reviews at 3, 6 and 9 months.

This item is work in progress as SSA is considering potential evaluators and will report back any updates.

ATTACHMENTS:

- FY 2019 Financial Summary Report

Cc: : Chief Board Aides
Miguel Marquez, Chief Operating Officer
James R. Williams, County Counsel
Megan Doyle, Clerk of the Board

Social Services Financial Summary Report Fiscal Year 2018-2019

DEPT	PROGRAM	Expenditures	FUNDING SOURCES						TOTAL REVENUES	Net County Share	Unutilized Allocation	
			Federal	State General Fund	2011 Realignment	1991 Realignment	Recoveries and Fees	Other				
DAAS	Admin:											
	APS	27,820,522	16,184,628	23,748	7,296,758	5,629,177		82,048	29,216,359	(1,395,837)		
	IHSS	28,098,671	13,961,850	11,578,759		1,631,049			27,171,658	927,013	80,954	
	NMOHC	2,698		2,698					2,698	-	675	
	Nutrition Services	10,777,571	2,761,442	362,590				797,510	3,921,542	6,856,029		
	PAGC	3,571,319					1,350,052	912,253	2,262,305	1,309,014		
	Services:											
IHSS*	208,337,160	59,901,548	52,043,601		80,746,668		3,385,663	196,077,480	12,259,680			
DAAS TOTAL		278,607,941	92,809,468	64,011,396	7,296,758	88,006,894	1,350,052	5,177,474	258,652,042	19,955,899	81,629	
DEBS	Admin:											
	AB109	802,101						803,269	803,269	(1,168)		
	CalFRESH	80,355,602	37,071,584	28,109,506		10,027,295	376,816		75,585,201	4,770,401		
	CalWORKs	75,193,425	58,891,688	15,909,006					74,800,694	392,731	5,298,690	
	CAPI	1,533,176		1,533,740					1,533,740	(564)		
	CFET	6,363,116	2,552,412			2,487,710			5,040,122	1,322,994	1,831,212	
	Foster Care	9,916,835	1,968,193	286,502	1,137,426	539,069			3,931,190	5,985,645		
	Fraud Recovery	184,956	184,956						184,956	-		
	GA	4,219,371					755,655	2,011	757,666	3,461,705		
	Medi-Cal	110,891,571	60,936,929	60,936,929					121,873,858	(10,982,287)		
	Refugee	253,508	231,419						231,419	22,089		
	TCVAP	265,418		372,773					372,773	(107,355)	166,227	
	WINS	173,897		173,928					173,928	(31)	37,295	
	Other	28,044		851					851	27,193		
	Assistance:								-	-		
	CalWORKs	34,691,306	5,255,682	28,921,948		431,712			34,609,342	81,964		
	CAPI	7,806,314		7,806,314					7,806,314	-		
	GA	7,321,119							-	7,321,119		
	Refugee	74,629		74,629					74,629	-		
	TCVAP	305,844		298,602					298,602	7,242		
	WINS	353,869		353,869					353,869	-		
	DEBS TOTAL		340,734,101	167,092,863	144,778,597	1,137,426	13,485,786	1,132,471	805,280	328,432,423	12,301,678	7,333,424
	DFCS	Admin:										
Adoption		4,289,438	1,845,513		2,440,952		23,700		4,310,165	(20,727)		
CAPIT		525,767			525,767				525,767	-		
CWS/Foster Care		135,838,465	59,501,733	4,391,006	50,275,706	11,897,999		36	126,066,480	9,771,985	414,682	
Other									-	-		
Assistance:												
Adoption		31,814,454	13,708,450		11,963,231	2,756,741			28,428,422	3,386,032		
ARC		416,222		416,222					416,222	-		
ECCBP		338,415		329,211					329,211	9,204		
Foster Care		56,161,359	12,826,935	4,713,734	17,062,964	6,198,435	10,877		40,812,945	15,348,414		
Other-Child Support								791,349	791,349	(791,349)		
Other-Recoveries									-	-		
DFCS TOTAL		229,384,120	87,882,631	9,850,173	82,268,620	20,853,175	34,577	791,385	201,680,561	27,703,559	414,682	
AO	CalWIN	13,721,243	7,432,702	5,275,723				74	12,708,499	1,012,744		
	General Fund Contracts	9,801,493							-	9,801,493		
	Grants	208,288	68,654	32,702				517,337	618,693	(410,405)		
	Other	1,031,006					2,928	338,527	341,455	689,551		
	AO TOTAL		24,762,030	7,501,356	5,308,425	-	-	2,928	855,938	13,668,647	11,093,383	
TOTAL		873,488,192	355,286,318	223,948,591	90,702,804	122,345,855	2,520,028	7,630,077	802,433,673	71,054,519	7,829,735	

* The 2018-19 IHSS services costs including federal, state and county share were \$601,314,686. The expenditures budgeted and paid by the county displayed here (\$208,337,160), represents the 2018-19 county share of costs for providers wages and benefits (IHSS MOE), Public Authority Management Services and health benefit costs which are 100% reimbursed under the MOE cost sharing methodology.

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