

### Cover Sheet

Agency Name: Sacramento County

Project Name: **Ruby Slipper Project**

Unit (if applicable): FR and PP Programs

Executive Sponsor: Geri Wilson, CPS Division Manager, 916-875-5355;  
fax: 916-875-8874  
[Wilson@saccounty.net](mailto:Wilson@saccounty.net)

Project Manager Contact: Geri Wilson, CPS Division Manager, 916-875-5355;  
fax: 916-875-8874  
[Wilson@saccounty.net](mailto:Wilson@saccounty.net)

Other Key Personnel: Terry Clauser, CPS Program Planner, 916-876-5080,  
fax 916-875-8874  
[Claustb@saccounty.net](mailto:Claustb@saccounty.net)

Please include a Department/Agency Organization Chart

## **Sacramento County Family Permanency for Youth Project Plan:**

**Goal #1:** Create a culture and practice in Sacramento County that provides permanent families or committed connections for all Sacramento County foster children and youth.

### **Objectives:**

1.1 Internal and external members of the child welfare workforce understand the definition, values and principles of youth permanency and how to apply in practice.

**1.1.1 Activity:** Semi-annual cross training on available permanency services, such as Destination Family, CapKids and Family Finding, are held for all internal and external members of the child welfare workforce in Sacramento County.

**Performance indicators:**

- Conduct workshops for internal and external members of the child welfare workforce in Youth Permanency philosophy, practice, resources and definition.

**Responsibility:** Staff Development, Destination Family Steering Committee, CapKids Staff, CPYP, and Youth Leaders

**Due:** June 2006

**1.1.2 Activity:** Resource Families and stakeholders are well informed on permanency resources, options and “Comparison of Financial Benefits.”

**Performance indicators:** Plan is developed and implemented to ensure distribution of information to resource families and stakeholders including the use of the Adoption/Guardian educator and the Permanency Handbook.

**Responsibility:** Helen Barber

**Due:** July 2006

1.2 Administrative policy and practice consistently supports permanent outcomes.

**1.2.1 Activity:** Permanency staffing is held for each child to determine what it would take to find a permanent family.

**Performance indicators:** Court report will reflect permanency staffing results

**Responsibility:** County social workers and supervisors

**Due:** Project youth March 2006, All youth November 2006

**1.2.2 Activity:** Sacramento County CPS and Sierra Adoption Services sign CPYP Declaration of Commitment to Youth Permanence

**Performance indicators:** Signed commitment

**Responsibility:** Geri via Leland Tom and SAS

**Due:** March 2006

Leslie and Debi are working on the activity -- Court Services, FR and Adoption programs work as a team for efficient placement into approved concurrent planning families.

**1.2.3 Activity:** Define and measure permanency outcomes in FFAs and group homes and utilize findings to prioritize placement with agencies with good permanency outcomes

**Performance indicators:** Permanency is defined and a process is developed to obtain outcomes from local FFAs and group homes.

**Responsibility:** Redesign Permanency Workgroup

**Due:** December 31, 2006

**1.2.4 Activity:** Recommend the Permanent Placement Program change it's name to Permanency Program

**Performance indicators:** Recommendation made to the Permanent Placement Program Specific Workgroup

**Responsibility:** Permanent Placement Program Specific Workgroup and Geri Wilson

**Due:** March 2006

1.3 Youth are involved in the development of a permanent plan that is actively pursued and consistent with the youth's vision.

**1.3.1 Activity:** Youth eleven and older will be provided an opportunity to consistently provide input and direction to social workers on youth's wishes regarding permanency.

**Performance indicators:** Court reports reflect the youth's input

**Responsibility:** Social workers and supervisors

**Due:** February 2006

**1.3.2 Activity:** Increase staff awareness on the areas that should be included in the discussion with each youth.

**Performance indicators:**

**Responsibility:** Staff Development

**Due:** Training to be determined in conjunction with CPS Staff Development

**1.3.3 Activity:** Establish the format for documenting the discussion

**Performance indicators:** Court report format is modified to reflect discussion

**Responsibility:** Terry Clauser and Program Specialists

**Due:** June 2006

**1.3.4 Activity:** Youth Leaders contribute to ILP newsletter and CPS Connection

**Performance indicator:** Articles regarding permanency, by the Youth Leaders, are in these publications

**Responsibility:** Youth Leaders, Laurie Slothower and ILP

**Due:** Ongoing starting with next edition

1.4 Family members and NREFMs are involved in achieving permanence.

**1.4.1 Activity:** Increase the use and visibility of the Relative and Non-Related Extended Family Information form (SC 1032)

**Performance indicators:** Form is completed and visible in the case file at transfer of case

**Responsibility:** Program Specialists in ER, FM, CS, FR, PP and Adoptions

**Due:** April 2006

**1.4.2 Activity:** Utilize strategies that maximize ongoing contact with birth families and NREFM i.e. permanency mediation, continuing visitation, increase of siblings placed together or with family who provides ongoing contact.

**Performance indicators:** Court reports reflect use of strategies

**Responsibility:** Supervisors and social workers

**Due:** March 2006

**1.4.3 Activity:** All relatives, including paternal relatives, birthparent, and NREFMs are considered as viable permanent connections.

**Performance indicators:** Court reports reflect efforts to locate and engage relatives and NREFMs in the placement and case planning process

**Responsibility:** Social workers and supervisors

**Due:** March 2006

1.5 County demonstrates commitment to youth permanency by removing fiscal barriers to permanence. (See goal 4, objective 5.)

**Goal #2:** By 12/31/06, 50 youth between 11 and 18 years old from the Family Reunification and Permanent Placement Programs who are not on track for permanency will be receiving services to find and prepare them for permanent families or committed connections.

- **Objectives:**

2.1 Develop a system and practice to identify 50 youth to receive services to find and prepare them for permanent families or committed connections.

**2.1.1 Activity:** Identify youth participants (12 for CPYP/50 total)

**Performance Indicators:** 5 social workers from FR will each identify 2 youth to participate, 10 social workers from PP will identify 4 youth to participate

**Responsibility:** Felicia, Leslie, Geri

**Due:** 1/31/06

**2.1.2 Activity:** Rename and expand purpose of current Adoption/Guardianship staffing to include what is needed to achieve and develop a plan.

**Performance indicators:**

- Name is changed to Permanency Staffing
- Adoption/Guardianship checklist is modified to include permanency assessment data and plan
- Protocol is developed

- Train supervisors and social workers in FR, PP & Adoptions on purpose of new staffing and protocol

**Responsibility:** Checklist modification- Debi Williams, Essence Graves, Leslie Olsen and Terry Clauser by 2/15/06

Training- Staff Development and Ruby Slippers Training team

**Due:** Supervisors and case specific workers by March 2006, all other workers by November 2006

**2.1.3 Activity:** Utilize Program Specific Workgroups to review and provide feedback on process.

**Performance indicators:** Topic will be placed on PSW monthly agendas

**Responsibility:** Geri & PSW co-chairs for FR, PP & Adoptions

**Due:** 3/1/06 and ongoing

**2.1.4 Activity:** Test new practice.

**Performance indicators:** Volunteer social workers begin testing

**Responsibility:** FR, PP and Adoption Program Managers report to the Ruby Slippers Team

**Due:** Beginning 3/1/06

**2.1.5 Activity:** Identify and train to internal and external best practice models and tools that facilitate Permanency, i.e., family finding, Family Bound, Destination Family, Youth Specific Recruitment, WRAP, Focus, Permanency Handbook, Lifetime Commitment form, Youth Leaders, etc.

**Performance indicators:** List of resources will be provided and staff trained

**Responsibility:** Staff Development, Destination Family & Ruby Slipper Training Team

**Due:** Identify models and train supervisors and case specific workers by April 2006, train all other workers by November 2006

**2.1.6 Activity:** Review and modify current Adoption/Guardianship Staffing guideline to reflect change in practice.

**Performance indicators:** Revised guideline

**Responsibility:** PP & Adoption Program Specialist

**Due:** 10/1/06

**2.1.7 Activity:** Develop tracking and data collection system on 50 target population youth including 12 CPYP youth.

**Performance indicators:** Tracking system and document are in place

**Responsibility:** CPYP and Terry

**Due:** 3/1/06

2.2 Prepare youth for permanency.

**2.2.1 Activity:** Train case specific social workers on the practice of youth engagement.

**Performance indicators:**

**Responsibility:** Staff Development

**Due:** Training to be determined in conjunction with CPS Staff Development

**2.2.2 Activity:** Increase case specific staff awareness on the areas that should be included in the discussion with youth. (See goal 1, objective 1.3.2)

**Performance indicators:**

**Responsibility:** Staff Development

**Due:** Training to be determined in conjunction with CPS Staff Development

**2.2.3 Activity:** Establish the format for documenting the discussion was held. (See goal 1, objective 1.3.3)

**2.2.4 Activity:** Utilize Youth Leaders to assist other youth in examining permanence options.

**Performance indicators:** Youth Leader participation in Emancipation Conferences. Youth Leaders address permanency at ILP events.

**Responsibility:** Felicia, Tracy Buchko

**Due:** 5/1/06

**2.2.5 Activity:** ILP case management services and class curriculum will include a focus on permanency.

**Performance indicators:** ILP Curriculum includes section on Permanency.

**Responsibility:** ILP Staff

**Due:** Completed

**2.2.6 Activity:** ILP and SAS will work together to explore the possibility of establishing youth permanency support groups.

**Performance indicators:** Initial meeting to be held

**Responsibility:** Felicia Billoups & Bob Herne

**Due:** 1/31/06

2.3 Find permanent families or committed connections for youth in the target population.

**2.3.1 Activity:** Case specific social workers will utilize case mining, searches and interviews with youth to identify significant relationships, and

- Find and contact significant persons
- Assess appropriateness of connection and include youth perception
- Engage youth to develop a plan to enhance appropriate connections

**Performance indicators:** Court report will reflect family finding efforts and follow-up

**Responsibility:** FR & PP case specific social workers

**Due:** Supervisors and case specific social workers by March 2006, all others by November 2006

**2.3.2 Activity:** Case specific social workers will utilize SDM to reassess risk of reunification potential for project youth

**Performance indicator:** SDM assessment is in case file and results reflected in Court report.

**Responsibility:** FR and PP social workers

**Due:** In place for FR, 5/1/06 for PP case specific social worker, all others November 2006

**2.3.3 Activity:** Utilize youth specific recruitment activities, including the use of the Child Available form for older youth, if another connection has not been found for target youth.

**Performance indicators:** Court report will reflect activity and outcome

**Responsibility:** FR & PP case specific social workers

**Due:** 3/1/06

**2.3.4 Activity:** Develop a process to obtain comprehensive medical, mental health, educational and behavioral information in regards to the youth and to be shared with the caregiver.

**Performance indicators:** Process developed

**Responsibility:** Pam Gressot, Bob Herne and Terry Clauser

**Due:** May 2006

**2.3.5 Activity:** Develop and utilize Adoption/Guardianship educator position to inform families about financial and service support options.

**Performance indicators:** Adoption & Guardianship education packet has been developed; Referral criteria and process has been developed; All placement staff have been trained on the availability, purpose and use of resource

**Responsibility:** Helen Barber

**Due:** 3/1/06

**2.3.6 Activity:** Sacramento County will join SAS and Placer County to develop resource curriculum for families moving toward permanency with youth.

**Performance indicators:** Adoption Program rep will join workgroups

**Responsibility:** Mary Tarro

**Due:** 3/1/06

**Goal #3:** Services are in place to sustain and support the established relationship between the connections/families and youth.

**Objectives:**

3.1 Identify what services are wanted and needed to sustain long-term relationships for connections/families and youth.

**3.1.1 Activity:** Conduct focus groups with connections/families

**Performance indicators:** A list of what is wanted and needed will come out of every group.

**Responsibility:** Destination Family for PP and Redesign Permanency Workgroup  
/Parent Leaders for FR  
**Due:** September 2006

**3.1.2 Activity:** Conduct focus groups with youth

**Performance indicators:** A list of what is wanted and needed will come out of every group.

**Responsibility:** Destination Family, ILP and Youth Leaders

**Due:** September 2006

**3.1.3 Activity:** Research successful support and best practice models.

**Performance indicators:** Information will be compiled regarding existing programs.

**Responsibility:** Destination Family and Redesign Permanency Workgroup

**Due:** October 2006

3.2 Identify what services for connections/families and youth are currently available in Sacramento County.

**3.2.1 Activity:** Develop a list of permanency competent services that are currently available to this population, services that are available but not to this population that may be of benefit to them and what is still needed.

**Performance indicators:** A list or booklet of resources and a list of service gaps.

**Responsibility:** Destination Family

**Due:** December 2006

**3.2.2 Activity:** Develop and implement a plan of action taking into consideration the successful support and best practice models and how to meet the needs/wants of the connections/families and youth.

**Performance indicators:** A work plan will be developed and implemented.

**Responsibility:**

**Due:** March 2007

**Goal #4:** Resources are in place to continue to support and facilitate improved permanency efforts.

**Objectives:**

4.1 Continue effective public/private/community partnerships.

**4.1.1 Activity:** Have annual youth permanency celebrations to recognize the work that is being done.

**Performance indicators:** The celebrations

**Responsibility:** Ruby Slipper Team

**Due:** Annually in March beginning 2007, plan in place by the first of each February

**4.1.2 Activity:** Be active participants in the annual Heart Gallery.

**Performance indicators:** Participation



**Responsibility:** Heart Gallery Board (Sac. State, Sierra Adoption, Lilliput and CPS)  
**Due:** November of each year, planning is ongoing

**4.1.3 Activity:** Explore with Sacramento State's Social Work Department including youth permanency in their curriculum.

**Performance indicators:** Meeting held with Sac. State's Social Work Dept. decision makers

**Responsibility:** Theresa Thurmond and Sierra Adoption Services Leadership

**Due:** March 2006

**4.1.4 Activity:** Prioritize placements with Foster Family Agencies with the best permanency outcomes. (See goal 1, objective 2)

4.2 Trained and aware public/private staff and community partners actively pursue youth permanency outcomes.

**4.2.1 Activity:** Create a Permanency Handbook modeled after Alameda County's "A Guide to Permanency Options for Youth" for Sacramento County.

**Performance indicators:** Guide is created.

**Responsibility:** Redesign Youth Transition Workgroup

**Due:** July 2006

**4.2.2 Activity:** Youth permanency is reinforced in all training.

**Performance indicators:** Curriculum talking points are developed and utilized

**Responsibility:** Destination Family Steering Committee and Operations Committee and Staff Development

**Due:** March 2006 – talking points developed, April 2006 – talking points are distributed to stakeholders and June 2006 – talking points are utilized by stakeholders

**4.2.3 Activity:** Identify and define permanency resource documents that can be utilized by all and make them easily accessible (see objective #3 section) to all stakeholders.

**Performance indicators:** List of permanency resource documents is created and documents are electronically available to all stakeholders

**Responsibility:** Destination Family Operations Committee

**Due:** July 2006

**4.2.4 Activity:** Develop any needed permanency resource documents.

**Performance indicators:** Needs assessment is completed

**Responsibility:** Destination Family Operations Committee

**Due:** Sept. 2006 – Initial needs assessment (will be ongoing) and documents will be developed 60 days after a need is identified

4.3 Systems and technology are in place to facilitate documentation and quick access to documentation.

**4.3.1 Activity:** Create a web page on the Sacramento County Internet to store permanency information and permanency resource documents that will be available to all stakeholders (possibly use B&B web page as a model).

**Performance indicators:** Inquiry is made to see if this is possible. If so, web page is developed

**Responsibility:** Terry Clauser to make inquiry and IT person to create web page

**Due:** February 2006 – Inquiry is made, to be determined – web page creation and Ruby Slipper kick-off activities will include kick-off of web page

**4.3.2 Activity:** Engage CPYP state taskforce, CWDA and others to advocate for permanency information to be easily accessible in CWS/CMS.

**Performance indicators:** Engage CPYP and CWDA in discussion regarding this issue

**Responsibility:** Gail Johnson, Sierra Adoption Services and Geri Wilson via Leland for CWDA

**Due:** June 2006

**4.3.3 Activity:** Talk to CPS CWS/CMS staff and other contacts (at the state level) regarding advocating for permanency information to be easily accessible in CWS/CMS.

**Performance indicators:** Engage CWS/CMS staff and state level contacts in discussion regarding this issue

**Responsibility:** Terry Clauser

**Due:** February 2006

4.4 CPS utilizes Youth Leaders on an ongoing basis.

**4.4.1 Activity:** Secure ongoing funding for Youth Leader positions.

**Performance indicators:** Funding is in place

**Responsibility:** Redesign

**Due:** September 2006

4.5 County demonstrates commitment to youth permanency by removing fiscal barriers to permanence

**4.5.1 Activity:** Sierra Adoption Services will continue to advocate for resources for youth permanency with the Board of Supervisors

**Performance indicators:** County budget reflects the Board's commitment to permanency

**Responsibility:** Sierra Adoption Services

**Due:** Ongoing