

California - Child and Family Services Review

System Improvement Plan

Final: July 6, 2026



California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☒ Progress Report ☐

County	Siskiyou
SIP Period Dates	February 2025 – January 2030
Outcome Data Period	Q2 2024
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Introduction

The California-Child and Family Services Review (C-CFSR) was designed to improve outcomes for children in out-of-home placement in the categories of child safety, permanency, and well-being. The C-CFSR process includes the Peer Review, County Self-Assessment (CSA), 5-Year System Improvement Plan (SIP), and annual System Improvement Plan Progress Reports. This Siskiyou County 2025-2030 SIP is the third component of the C-CFSR. It is the operational agreement between the County Child Welfare Services (CWS), Probation Department, and the California Department of Social Services (CDSS) and outlines how Siskiyou County will improve the system of care for children and families.

The Siskiyou County SIP Planning Team utilized information gathered through both the CSA and SIP planning processes to develop this SIP. Both processes were a collaboration between Siskiyou County CWS and the Siskiyou County Probation Department (Probation), in partnership with CDSS. Siskiyou County contracted with Social Change Partners, LLC (SCP) to help facilitate the development of both the CSA and SIP and to conduct the Peer Review.

During the CSA process, Siskiyou County analyzed data; held a Peer Review from July 23-25, 2024; and conducted extensive community engagement. More specifically, Siskiyou County conducted seven focus groups with required stakeholders between May and July 2024 and organized a May 16, 2024, Stakeholder Meeting that was attended by over 20 community and partner agency representatives. During focus groups and the stakeholder meeting, stakeholders elevated a variety of areas for potential growth, such as continuing to invest in staff training and development; strengthening the support network and cultural connections available to children and families; and enhancing communication and/or collaboration across departments and/or agencies, including between Child Welfare and Tribes. While the CSA elevated compliance with ICWA as a strength of the County overall, the County identified the need to develop and formalize processes for systemically monitoring ICWA compliance.

Moreover, the CSA identified a range of unmet needs, service gaps, and other challenges. Siskiyou County's large geographic area and rural nature present significant challenges in providing comprehensive services to families, particularly for families requiring mental health or substance abuse treatment. Currently there is a shortage of mental health providers available to support assessment and diagnosis and provide treatment for both children and families. Additionally, Siskiyou County does not have local residential treatment providers for either youth behavioral health needs or adult substance abuse needs. This can lead to challenges in timely access to appropriate treatment and/or necessitate using out-of-county providers, which complicates coordination and necessitates additional staff time. Homelessness, a lack of affordable housing, and limited transportation also pose persistent challenges.

In addition to reviewing CSA findings, Siskiyou County engaged in collaborative discussions with a SIP Planning Team that included relevant subject matter experts to develop the SIP strategies. At the recommendation of CDSS, Siskiyou County's SIP includes one Child Welfare strategy and one Probation strategy. More specifically, the SIP includes specific action steps, timeframes, and improvement targets that reflect the County's commitment to increasing agency collaboration between Child Welfare and Tribes and enhancing training of Juvenile Probation

officers to ensure staff remain fully prepared to provide high-quality support even when no or few youth are in care. It also includes a plan for how the County will utilize prevention, early intervention, and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families as further described in the Prioritization of Direct Service Needs section of the SIP.

C-CFSR Team and Core Representatives

The C-CFSR Team includes the leaders of the C-CFSR process. The Team is comprised of staff from Child Welfare, Probation, CDSS, and key consultants. The Siskiyou County C-CFSR Team began meeting in August 2023 and continued meeting regularly to plan the C-CFSR process. The SIP Planning Committee included representatives from the CSA C-CFSR Team, as well as other relevant staff and external stakeholders with specific expertise in strategy focus areas. This group met frequently beginning in October 2024 to identify the outcome measures and strategies to be implemented through the five-year SIP plan. The chart below includes individuals who participated in the SIP Planning Committee either through individual brainstorming sessions or on a recurring basis.

Agency	Name	Title
Health and Human Services Agency – Social Services Division, Adult and Children Services (CWS)	Susan Cervelli	Deputy Director
	Cindy Brooks	Program Manager
	Chastity Eiler	Analyst
	Corina Long	Social Worker Supervisor
	Tammy Culp	Social Worker Supervisor (former)
	Michael Werder	Social Worker, III
	Kelly Patrick	Social Worker, II
Juvenile Probation	Stacey Jackson	Assistant Chief
	James Roach	Deputy Chief Probation Officer (former)
	Elizabeth Campanero	Probation Officer
California Department of Social Services	Becky Counter	PPIB, County Consultant
	Elizabeth Johnson	OCAP, County Consultant
	Conrad Croy	Office of Tribal Affairs
	Donald Rodriguez	Office of Tribal Affairs
Social Change Partners	Jessica Haspel	Consultant
	Reed Connell	Consultant
	Ashley De Alba	Consultant
Karuk Tribe	Merris Obie	Child Welfare Operations Administrator
	Heidi Cardoza	Social Worker
Quartz Valley Tribe	Sherrie Williamson	ICWA/DV Interim Director
Dependency Panel	John Lawrence	Siskiyou County Superior Court Judge
	T.J. Linville, II	Siskiyou County Superior Court Judge
	Ryan Mannix	Attorney
	Erin McNally	Attorney

Agency	Name	Title
County Counsel	Ben Ramsey	Attorney
	Kelsey Walsh	Attorney
	Andrew Plett	Attorney

SIP Narrative

Summary of CWS/Probation Outcome Data Measures

For the following section, all data is based on the Quarter 2, 2024 Berkeley Data Extract.

Siskiyou County C-CFSR Outcome Measures Summary Table - CWS, Q2 2024

	Measure Number	Measure Description	CWS Performance	National Performance	Performance Met/Not Met
Safety	4-S1	Maltreatment In Foster Care	3.70	No more than 9.07 victimizations per 100,000 days in care	Met
	4-S2	Recurrence Of Maltreatment	1.9%	No more than 9.7%	Met
Permanency	4-P1	Permanency In 12 Months (Entering Foster Care)	32.7%	At or above 35.2%	Not Met
	4-P2	Permanency In 12 Months (In Care 12-23 Months)	35.7%	At or above 43.8%	Not Met
	4-P3	Permanency In 12 Months (In Care 24 Months or More)	28.6%	At or above 37.3%	Not Met
	4-P4	Re-Entry To Foster Care In 12 Months	0.0%	At or below 5.6%	Met
	4-P5	Placement Stability	5.77	No more than 4.48 moves per 1,000 days in foster care	Not Met
Timely Response	2B	Timely Response (Immediate Response Compliance)	100%	At or above 90%	Met
	2B	Timely Response (10-Day Response Compliance)	96.7%	At or above 90%	Met
Monthly Visits	2F	Monthly Visits (Out of Home)	99.7%	At least 95%	Met
	2F	Monthly Visits in Residence (Out of Home)	98.1%	At least 50%	Met

Siskiyou County C-CFSR Outcome Measures Summary Table - Probation, Q2 2024

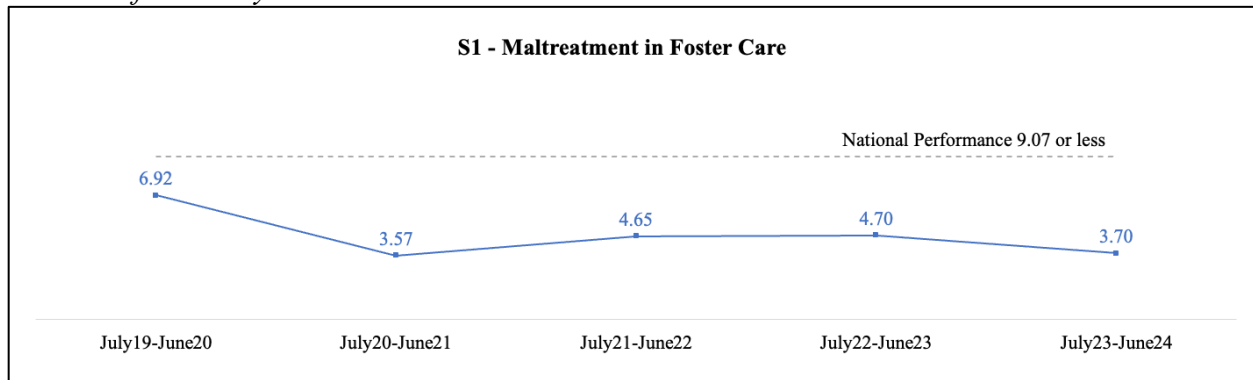
	Measure Number	Measure Description	Probation Performance	National Performance	Performance Met/Not Met
Safety	4-S1	Maltreatment In Foster Care	0.00	No more than 9.07 victimizations per 100,000 days in care	Met
Permanency	4-P1	Permanency In 12 Months (Entering Foster Care)	--	At or above 35.2%	--
	4-P2	Permanency In 12 Months (In Care 12-23 Months)	--	At or above 43.8%	--
	4-P3	Permanency In 12 Months (In Care 24 Months or More)	--	At or above 37.3%	--
	4-P4	Re-Entry To Foster Care In 12 Months	0.0%	At or below 5.6%	Met
	4-P5	Placement Stability	0.00	No more than 4.48 moves per 1,000 days in foster care	Met
Monthly Visits	2F	Monthly Visits (Out of Home)	0.0%	At least 95%	Not Met
	2F	Monthly Visits in Residence (Out of Home)	--	At least 50%	--

Siskiyou County used Quarter 2 (Q2) Outcomes for the five-year trend analysis below. While Siskiyou County used the Q2 2024 report for this analysis, it should be noted that for some measures (S2, P1, and P4), the most recent year of data reflected in the narrative, tables, or graphs is from 2023 rather than 2024. This is because the data included in the quarterly reports for these measures is based on the cohort year rather than the reporting year. In the tables below, asterisks represent data masked for confidentiality purposes. Data is masked if the number is 10 or below. It is important to note that the relatively small number of Child Welfare and Probation cases means that one sibling set or one or two youth can impact Siskiyou County's ability to meet the national performance on some measures discussed below.

Measure 4-S1: Maltreatment in Foster Care

This is a Federal Outcome Measure reporting the rate of abuse or neglect in foster care for all children under the county's placement and care during a 12-month period. The national performance for this measure is less than or equal to 9.07 substantiated instances of maltreatment per 100,000 days in foster care. This measure includes all types of maltreatment by any perpetrator, accounts for all days in foster care during the year (across episodes) and considers multiple incidents of substantiated maltreatment for the same child in the numerator.

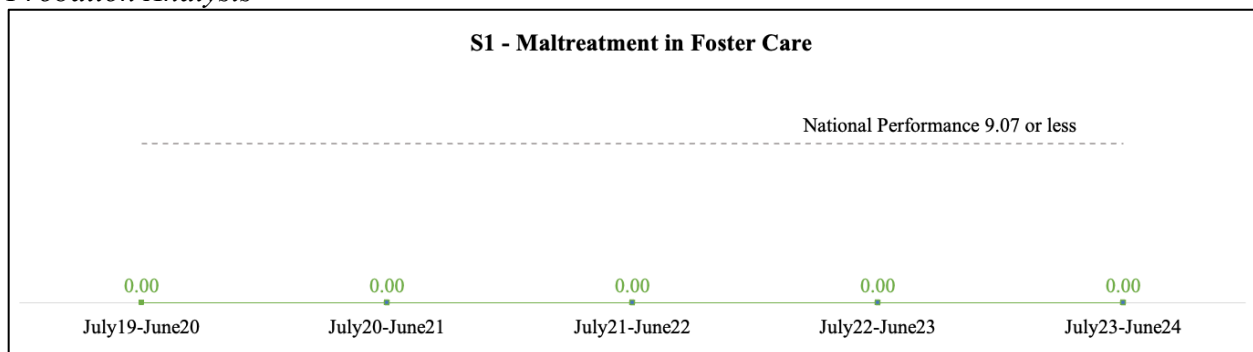
Child Welfare Analysis



S1 Maltreatment in Foster Care - Q2 (National Performance $\leq 9.07/100k$ Days in Placement)	July19-June20	July20-June21	July21-June22	July22-June23	July23-June24
Foster care days	*	*	*	*	*
Instances of substantiated maltreatment	*	*	*	*	*
Q2 Performance CWS	6.92	3.57	4.65	4.70	3.70

Siskiyou County CWS consistently performs well on this measure. The rate of victimization has consistently fallen below the national performance of 9.07 per 100,000 days.

Probation Analysis



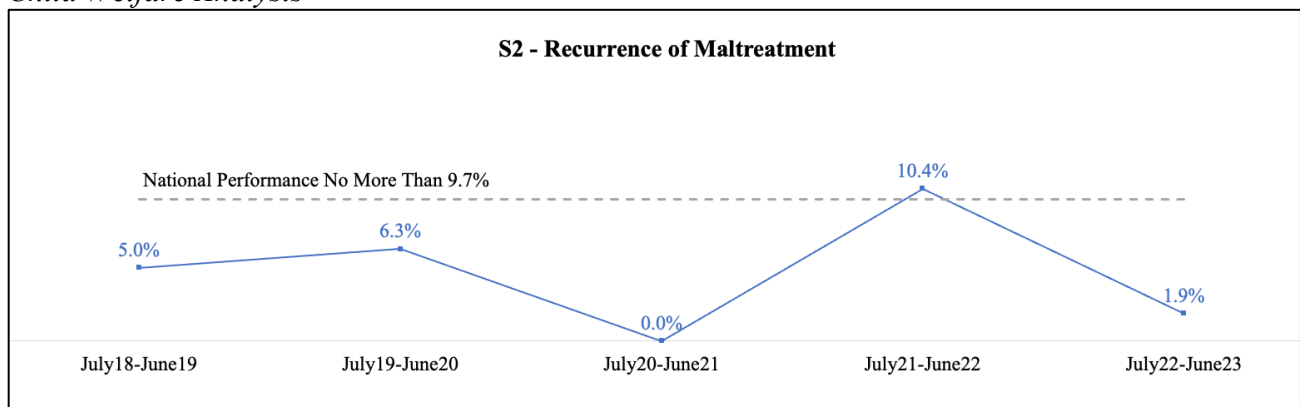
S1 Maltreatment in Foster Care (National Performance $\leq 9.07/100k$ Days in Placement)	July19- June20	July20- June21	July21- June22	July22- June23	July23- June24
Foster care days	*	*	*	*	*
Instances of substantiated maltreatment	*	*	*	*	*
Q2 Performance Probation	0.00	0.00	0.00	0.00	0.00

Probation consistently meets the national performance for the S1 measure. Since there are few probation youth in foster care, even one instance of maltreatment can significantly impact performance.

Measure 4-S2: Recurrence of Maltreatment (CW Only)

This is a Federal Outcome Measure that reports of all children who were victims of a substantiated maltreatment allegation during a 12-month reporting period, what percent were victims of another substantiated maltreatment allegation within 12 months of their initial report. The national performance for this measure is less than or equal to 9.7%.

Child Welfare Analysis



S2 Recurrence of Maltreatment - within 12 Months of Substantiation (National Performance $\leq 9.7\%$)	July18- June19	July19- June20	July20- June21	July21- June22	July22- June23
Children with recurrence	*	*	*	*	*
Children with substantiated allegations	*	*	*	*	*
Q2 Performance CWS	5.0%	6.3%	0.0%	10.4%	1.9%

CWS met the national performance for this measure during Q2 in four out of five years. CWS fell short of the national performance in Q2 2023 (July 2021 – June 2022) by a very small percentage (0.7%). Given the small number of children encompassed in this measure, the experience of a single youth or sibling set may have resulted in CWS not meeting the national performance.

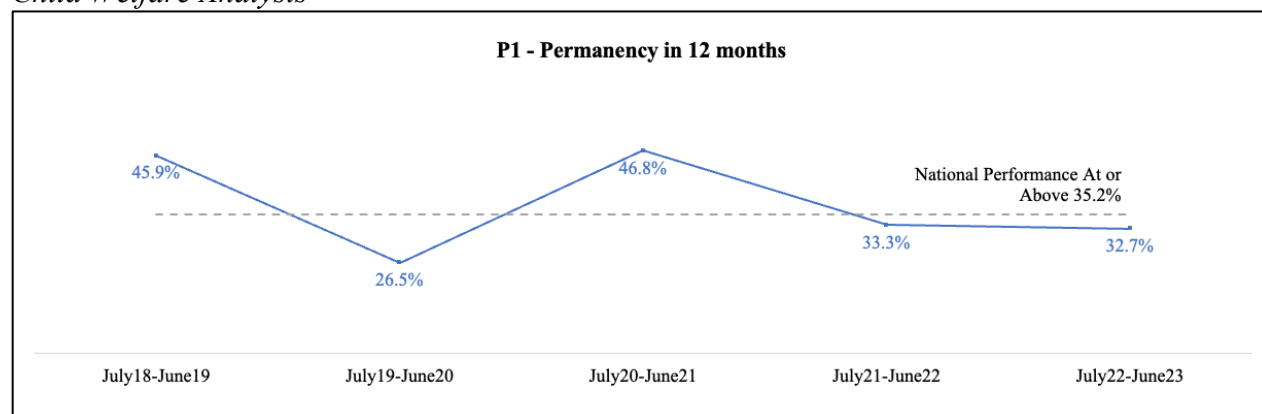
Probation Analysis

This measure is not applicable to Probation.

Measure 4-P1: Permanency In 12 Months For Children Entering Foster Care

This is a Federal Outcomes Measure that reports of all children who enter foster care in a 12-month period, what percentage discharged to permanency within 12 months of entering foster care. The national performance for this measure is greater than or equal to 35.2%.

Child Welfare Analysis



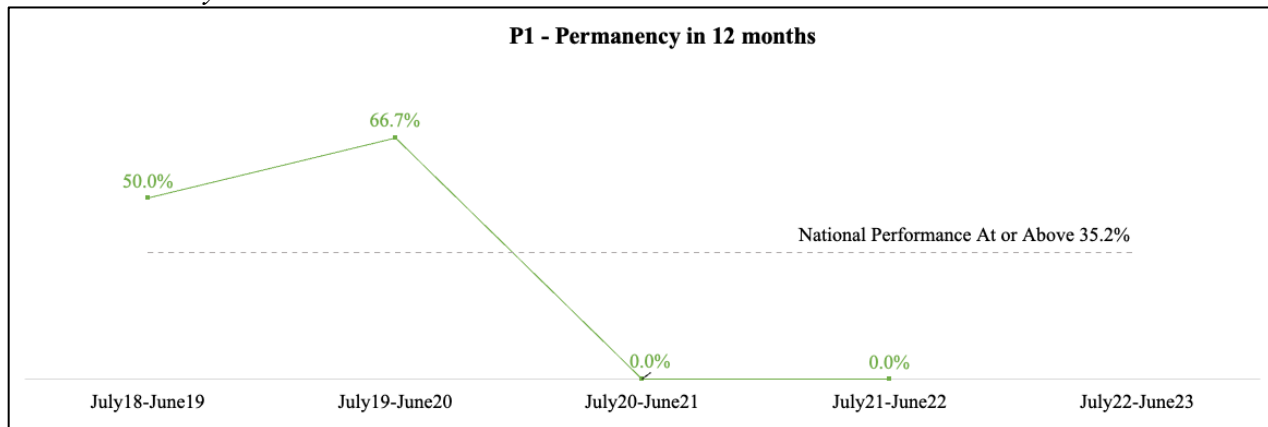
P1 Permanency in 12 Months for Children Entering Foster Care (National Performance $\geq$ 35.2%)	July18-June19	July19-June20	July20-June21	July21-June22	July22-June23
Children with exit to permanency	34	13	22	14	16
Children with entries	74	49	47	42	49
Q2 Performance CWS	45.9%	26.5%	46.8%	33.3%	32.7%

CWS performance during Q2 has fluctuated over the past several years, with CWS meeting the national performance in some periods and falling below in others.

Factors that may have contributed to CWS' performance on P1 include the following:

- The CSA notes that frequent court continuances significantly delayed the permanency process, with several families narrowly missing the 12-month mark. In some cases, extended family visits occurred without alignment to the next court date, resulting in discrepancies between placement end dates and episode closures.
- The limited availability of in-patient treatment programs within the County poses a major barrier to reunification within 12 months. Parents are often referred to facilities located in distant areas such as Stockton and San Francisco, which delays access to treatment and progress toward reunification.
- Housing instability, substance use, and mental health challenges complicate case progression and impact timely permanency outcomes.

Probation Analysis



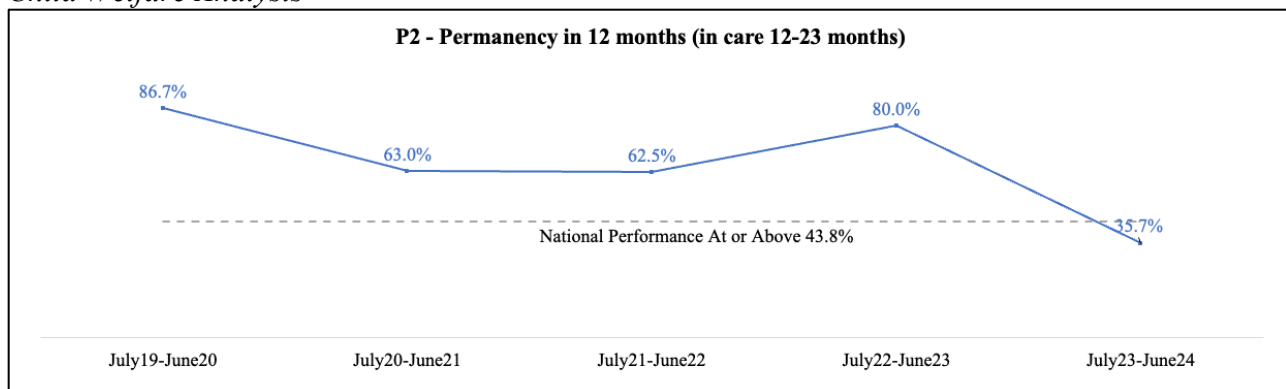
P1 Permanency in 12 Months for Children Entering Foster Care (National Performance $\geq 35.2\%$)	July18-June19	July19-June20	July20-June21	July21-June22	July22-June23
Children with exit to permanency	*	*	*	*	-
Children with entries	*	*	*	*	-
Q2 Performance Probation	50.0%	66.7%	0.0%	0.0%	N/A

Probation met the national performance of 35% in two out of five quarters reviewed (Q2 2020 and Q2 2021), and did not meet the national performance in two other quarters reviewed (Q2 2022 and Q2 2023). This measure was not applicable for Q2 2024 (July 2022–June 2023). With very few youth in Probation-supervised foster care, a single case can heavily affect results. Factors that can also impact performance include the need for long-term treatment, legal barriers (e.g., restraining orders), and challenges keeping youth engaged in programs.

Measure 4-P2: Permanency in 12 months for children in foster care 12-23 months

This is a Federal Outcomes Measure that reports the percentage of all children in foster care on the first day of the 12-month period, who had been in foster care (in that episode) for 12 to 23 months and were discharged from foster care to permanency within 12 months of the first day of the 12-month period. The national performance for this measure is at or above 43.8%.

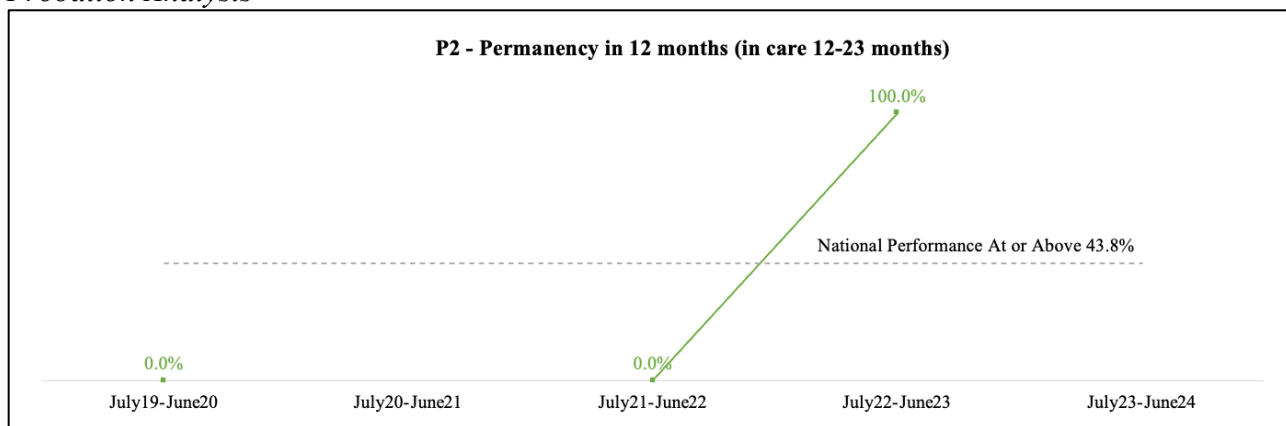
Child Welfare Analysis



P2 Permanency in 12 Months for Children in Foster Care 12-23 Months (National Performance $\geq 43.8\%$)	July19- June20	July20- June21	July21- June22	July22- June23	July23- June24
Children with exit to permanency	13	17	15	*	*
In care 12-23 months	15	27	24	*	*
Q2 Performance CWS	86.7%	63.0%	62.5%	80.0%	35.7%

CWS has met the national performance of 43.8% for this measure in four of the last five years, often exceeding it by a wide margin. In the most recent period (Q2 2024: July 2023–June 2024), performance dipped below the national performance by 8.1%. This decline was tied to small sample sizes, as indicated by the asterisk for data masking in the chart. More specifically, a large sibling set accounted for more than half of the children that did not meet permanency during this time. This measure will continue to be closely monitored.

Probation Analysis



P2 Permanency in 12 Months for Children in Foster Care 12-23 Months (National Performance $\geq 43.8\%$)	July19- June20	July20- June21	July21- June22	July22- June23	July23- June24
Children with exit to permanency	*	-	*	*	-
In care 12-23 months	*	-	*	*	-
Q2 Performance Probation	0.0%	N/A	0.0%	100%	N/A

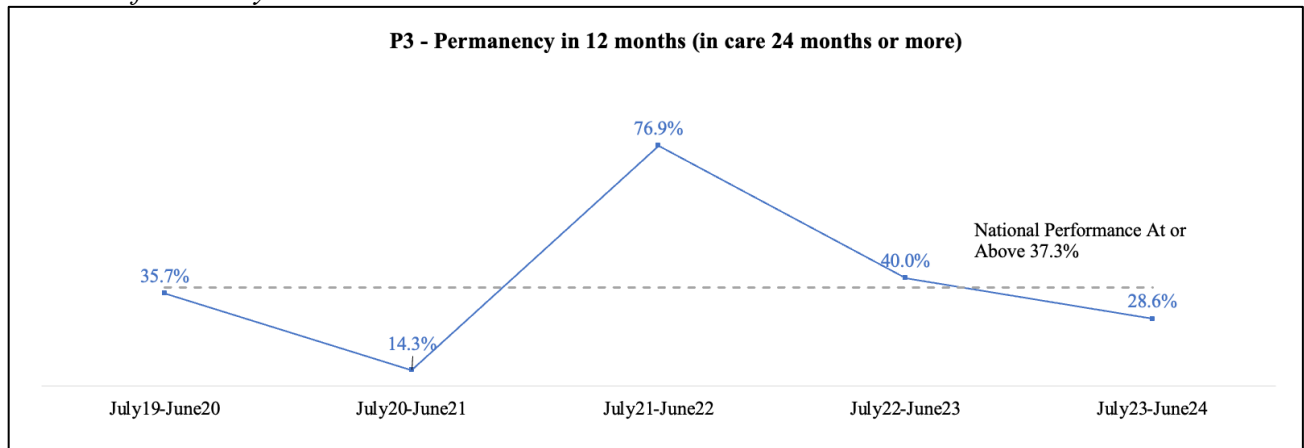
This measure was not applicable for Q2 2021 or Q2 2024. During the three years in which data was available, Probation's performance fluctuated between 0.0% and 100.0%. This variation is due to the relatively small number of youth overseen by the Probation Department, where even a single case can have a substantial impact on the percentage of this measure.

Measure 4-P3: Permanency in 12 months for children in Foster care 24 months or more

This Federal Outcomes Measure reports the percentage of children in foster care on the first day of a 12-month period, who had been in foster care (in that episode) for 24 months or more, and

discharged to permanency within 12 months of the first day of the 12-month period. The national performance for this measure is greater than or equal to 37.3%.

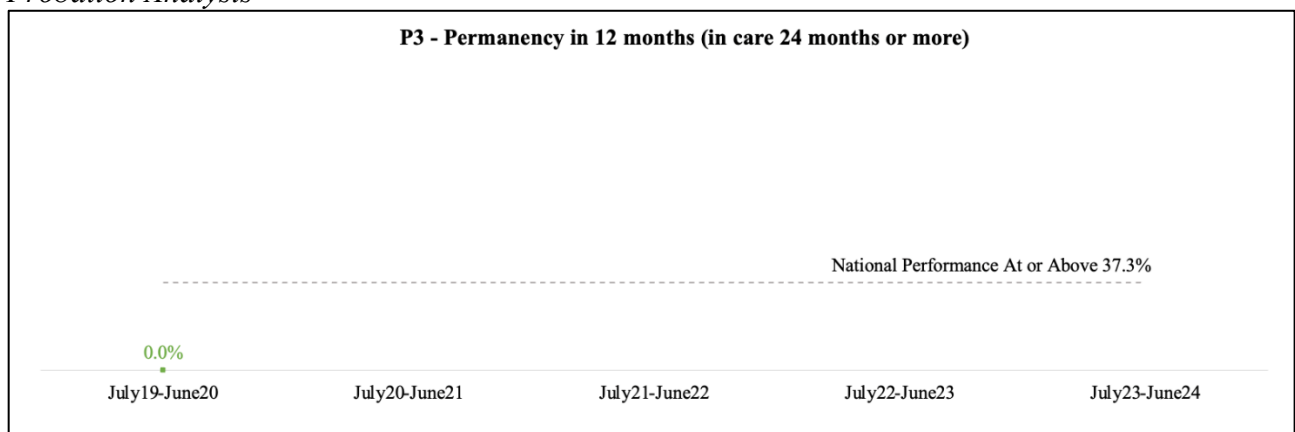
Child Welfare Analysis



P3 Permanency in 12 Months for Children in Foster Care 24 Months or More (National Performance $\geq 37.3\%$)	July19-June20	July20-June21	July21-June22	July22-June23	July23-June24
Children with exit to permanency	*	*	*	*	*
In care 24 months or more	*	*	*	*	*
Q2 Performance CWS	35.7%	14.3%	76.9%	40.0%	28.6%

CWS performance on this measure has varied widely over the past five years, ranging from a low of 14.3% to a high of 76.9%. Performance on this measure has been impacted by small sample sizes, as indicated by the asterisk, representing data masking, in the chart above.

Probation Analysis



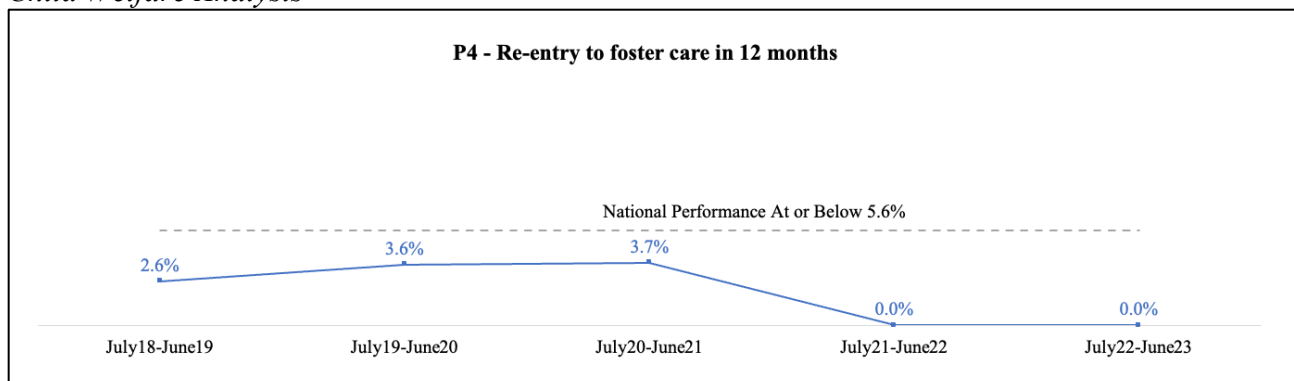
P3 Permanency in 12 Months for Children in Foster Care 24 Months or More (National Performance $\geq 37.3\%$)	July19- June20	July20- June21	July21- June22	July22- June23	July23- June24
Children with exit to permanency	*	-	-	-	-
In care 24 months or more	*	-	-	-	-
Q2 Performance Probation	0.0%	N/A	N/A	N/A	N/A

This measure was not applicable for the four most recent Q2 reporting periods, as no qualifying data was available. In the only applicable period (Q2 2020: July 2019–June 2020), Probation did not meet the national performance. Due to the consistently low number of youth in care for 24 months or more, performance on this measure is highly sensitive to the outcomes of just one or two youth.

Measure 4-P4: Re-entry to Foster Care

This Federal Outcomes Measure reports the percentage of children discharged from foster care to permanency (reunification or guardianship) during the year who reentered foster care in less than 12 months from the date of the earliest discharge to reunification or guardianship during the year. The national performance for this measure is less than or equal to 5.6%.

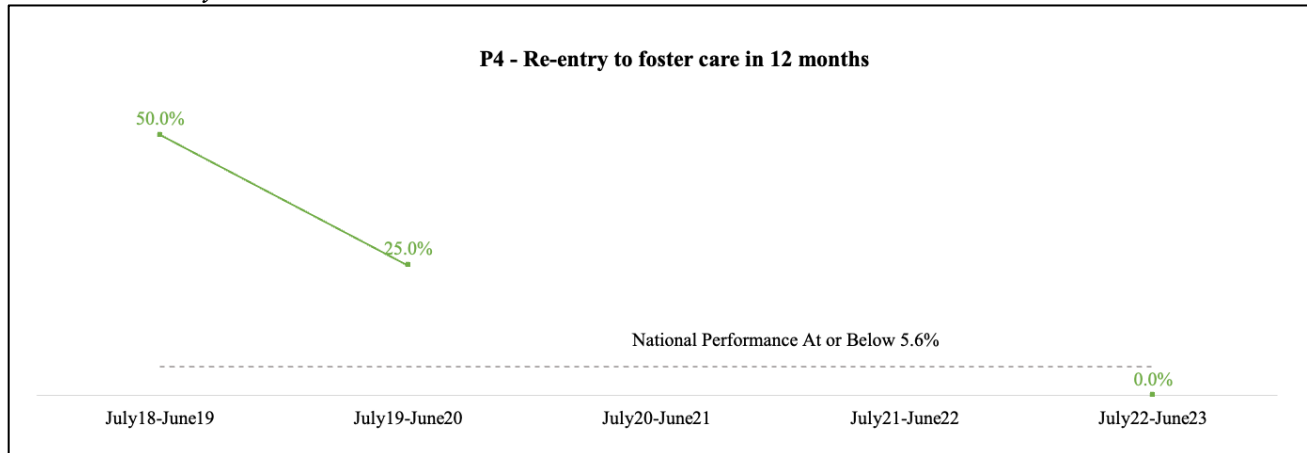
Child Welfare Analysis



P4 Re-Entry to Foster Care in 12 Months (National Performance $\leq 5.6\%$)	July18- June19	July19- June20	July20- June21	July21- June22	July22- June23
Children with re-entries	*	*	*	*	*
Children with exits to reunification or guardianship	*	*	*	*	*
Q2 Performance CWS	2.6%	3.6%	3.7%	0.0%	0.0%

CWS has consistently performed well on this measure with rates below the national performance for the most recent five years reviewed for this trend analysis. In fact, there were no re-entries during the two most recent reporting periods.

Probation Analysis



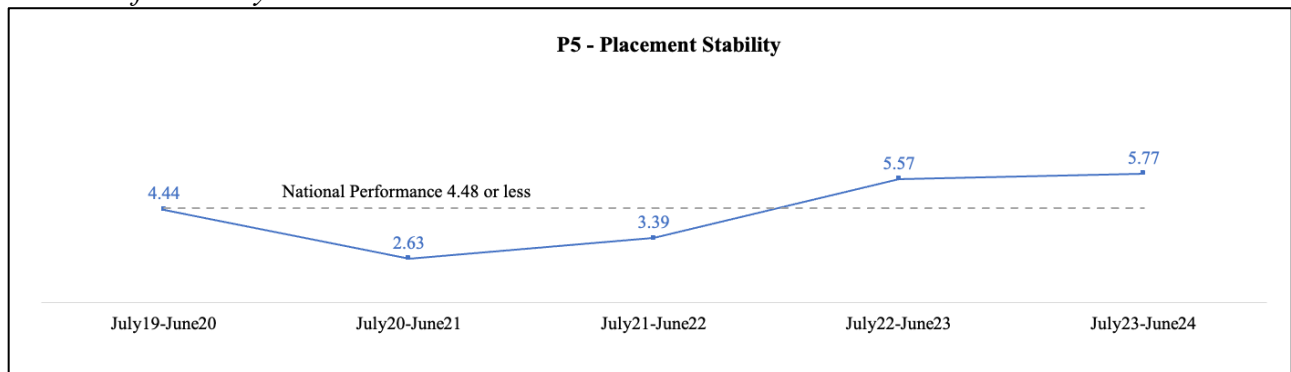
P4 Re-Entry to Foster Care in 12 Months (National Performance $\leq 5.6\%$)	July18- June19	July19- June20	July20- June21	July21- June22	July22- June23
Children with re-entries	*	*	-	-	*
Children with exits to reunification or guardianship	*	*	-	-	*
Q2 Performance Probation	50.0%	25.0%	N/A	N/A	0.0%

Performance on this measure has fluctuated over the five most recent Q2 reporting periods. Probation met the national performance in Q2 2024, and the measure was not applicable in Q2 2022 and Q2 2023. Probation did not meet the national performance in Q2 2020 and Q2 2021; due to the very small number of probation-supervised youth qualifying for this measure, performance is highly sensitive to the outcomes of just one or two cases.

Measure 4-P5: Placement Stability (moves per 1,000 days)

This Federal Outcomes Measure reports the rate of placement moves per day of foster care for all children who enter foster care in a 12-month period. The national performance for this measure is less than or equal to 4.48 per 1,000 days.

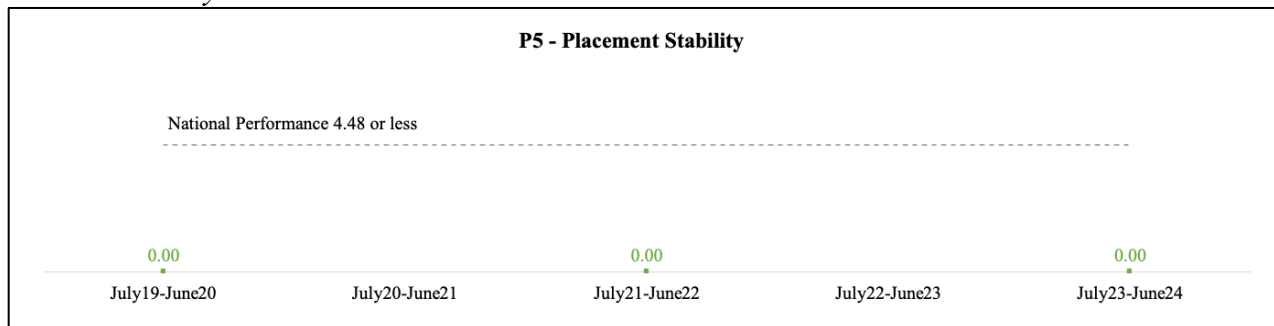
Child Welfare Analysis



P5 Placement Stability (National Performance ≤ 4.48 Rate of Placement Moves per 1,000 Days)	July19- June20	July20- June21	July21- June22	July22- June23	July23- June24
Placement moves	34	18	21	41	43
Foster care days	7,666	6,837	6,193	7,355	7,446
Q2 Performance CWS	4.44	2.63	3.39	5.57	5.77

CWS met the national performance on this measure in Q2 during three of the past five years, but did not meet the national performance in the two most recent reporting periods. Performance in the last two years was impacted by a large sibling set with multiple moves; moves occurred to try to place all the children together and with relatives. CWS will continue to monitor this measure closely.

Probation Analysis



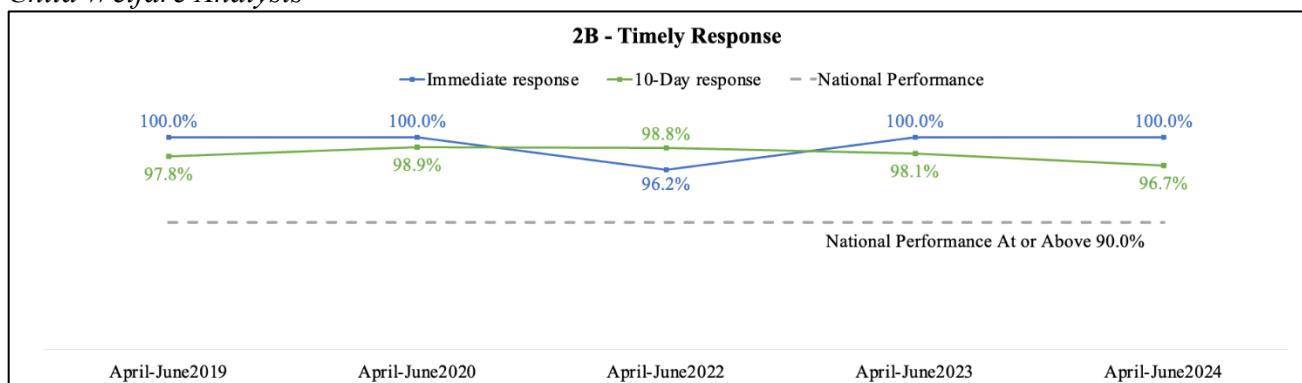
P5 Placement Stability (National Performance ≤ 4.48 Rate of Placement Moves per 1,000 Days)	July19- June20	July20- June21	July21- June22	July22- June23	July23- June24
Placement moves	*	-	*	-	*
Foster care days	*	-	*	-	*
Q2 Performance Probation	0.00	N/A	0.00	N/A	0.00

Probation effectively minimizes the number of placement moves for youth who do enter care. This measure was not applicable for two of the five most recent years. For the three years in which this measure was applicable, Probation met the national performance.

Measure 2B: Percent of Child Abuse/Neglect Referrals with a Timely Response (CW Only)

These reports count both the number of child abuse and neglect referrals that require, and then receive, an in-person investigation within the time frame specified by the referral response type. Referrals with status “attempted” or “completed” are included in the numerator. Referrals are classified as either immediate response (within 24 hours) or 10-day response. The national performance for this measure is at or above 90.0%.

Child Welfare Analysis



2B Referrals by Time to Investigation - Immediate (Compliance Rate: 90%)	April-June 2019	April-June 2020	April-June 2022	April-June 2023	April-June 2024
Seen by social worker within 24 hrs.	*	28	25	22	22
Immediate response cases	*	28	26	22	22
Q2 Performance CWS	100.0%	100.0%	96.2%	100.0%	100.0%

2B Referrals by Time to Investigation - 10-Day (Compliance Rate: 90%)	April-June 2019	April-June 2020	April-June 2022	April-June 2023	April-June 2024
Seen by social worker within 10 days	91	89	79	102	58
10 days or less response cases	93	90	80	104	60
Q2 Performance CWS	97.8%	98.9%	98.8%	98.1%	96.7%

CWS has consistently met the national performance for both immediate and 10-day referral responses over the past five years. Performance for immediate response has remained at or near 100%, and 10-day response has remained above 96%, well exceeding the 90% threshold. CWS continues to prioritize timely response as a critical safety measure.

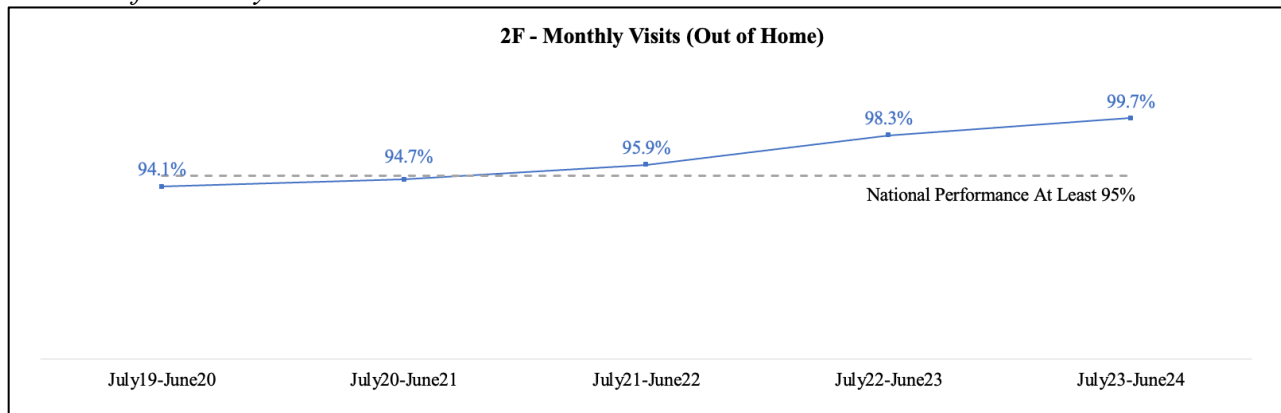
Probation Analysis

This measure is not applicable to Probation.

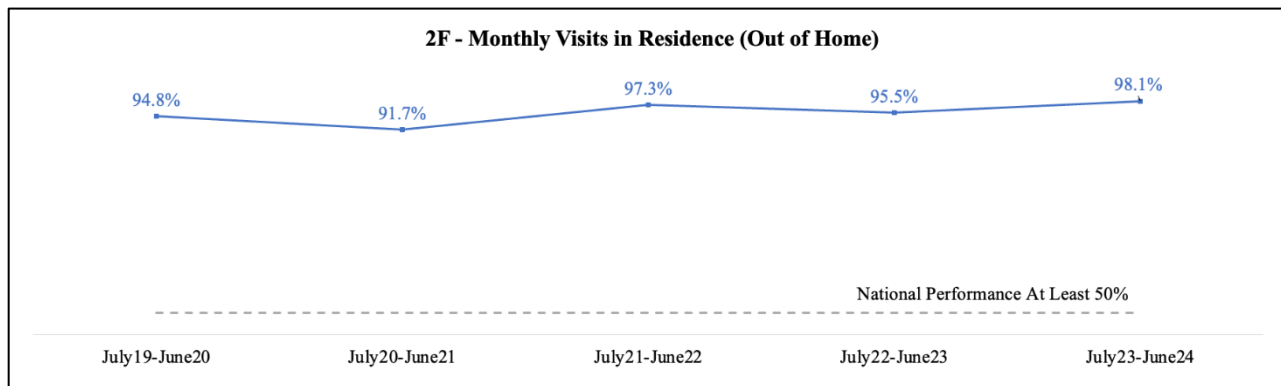
Measure 2F: Timely Caseworker Visits with Children

This Federal Outcomes Measure reports the percentage of children in foster care for an entire specific month who received an in-person visit from a child welfare worker during that month. It also examines the percentage of these in-person visits that occurred at the child's residence. The national performance for timely monthly caseworker visits is set at 95.0%, where higher percentages reflect better success in meeting this measure. The national performance indicator for timely monthly caseworker visits within the residence is set at 50%.

Child Welfare Analysis



2F Timely Monthly Caseworker Out-of-Home Visits (Compliance Rate: 95%)	July19-June20	July20-June21	July21-June22	July22-June23	July23-June24
Months with visits	852	827	627	641	855
Months open	905	873	654	652	858
Q2 Performance CWS	94.1%	94.7%	95.9%	98.3%	99.7%

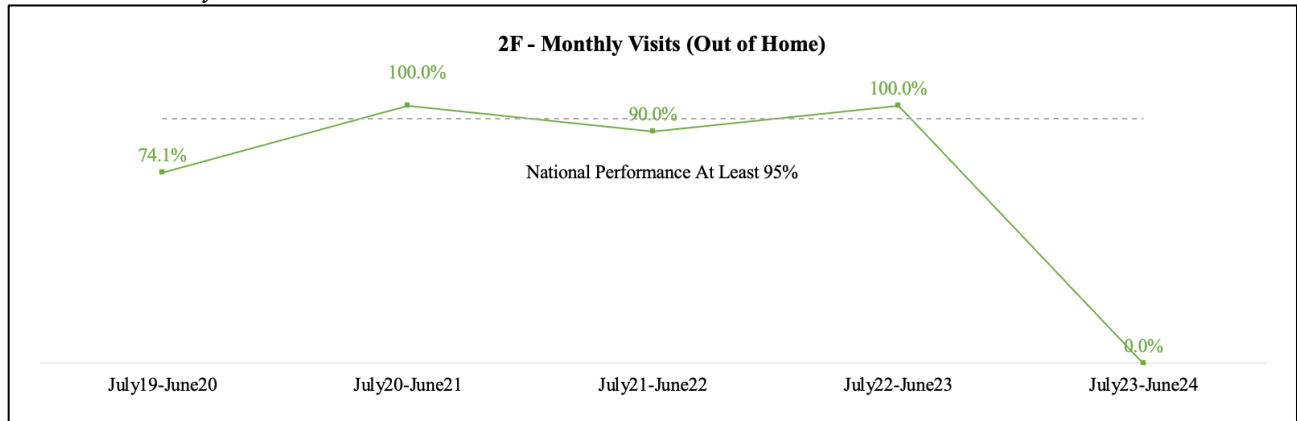


2F Timely Monthly Caseworker Out-of-Home Visits in Residence (Compliance Rate: 50%)	July19-June20	July20-June21	July21-June22	July22-June23	July23-June24
Months with visits in residence	808	758	610	612	839
Months with visits	852	827	627	641	855
Q2 Performance CWS	94.8%	91.7%	97.3%	95.5%	98.1%

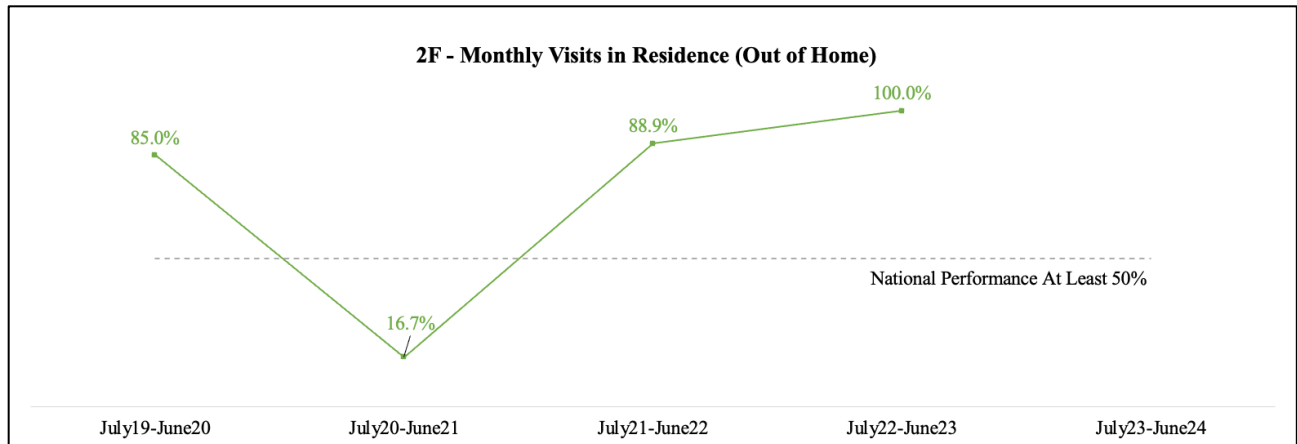
CWS met the national performance of 95% for timely monthly caseworker visits in out-of-home care in three out of the last five Q2 reporting periods, reaching 99.7% in 2024. Performance was only slightly below the national performance in Q2 2020 (0.9% below) and Q2 2021 (0.3% below), likely due to challenges during the COVID-19 pandemic.

CWS has consistently exceeded the 50% national performance for in-residence visits each year, reflecting a strong commitment to in-person engagement and monthly contact.

Probation Analysis



2F Timely Monthly Caseworker Out-of-Home Visits (Compliance Rate: 95%)	July19-June20	July20-June21	July21-June22	July22-June23	July23-June24
Months with visits	20	12	*	*	*
Months open	27	12	*	*	*
Q2 Performance Probation	74.1%	100.0%	90.0%	100.0%	0.0%



2F Timely Monthly Caseworker Out-of-Home Visits in Residence (Compliance Rate: 50%)	July19-June20	July20-June21	July21-June22	July22-June23	July23-June24
Months with visits in residence	17	*	*	*	-
Months with visits	20	*	*	*	-
Q2 Performance Probation	85.0%	16.7%	88.9%	100.0%	N/A

Probation performance on this measure has varied due to very small numbers, with large fluctuations driven by just one or two cases. While Probation met or approached the 95% national performance for timely monthly caseworker visits for out-of-home care in some years, performance was 0% in 2024; however, no 602 wards were in placement in 2024.

Probation met or exceeded the national performance for visits in the residence for most years analyzed. In 2021, Probation's performance was below the national performance, likely due to small numbers and the COVID pandemic. This measure was not applicable in 2024. Performance will continue to be monitored, recognizing that small populations can significantly influence trend patterns.

Prioritization of Outcome Data Measures/Systemic Factors and Strategy Rationale

Based on an analysis of data collected through the CSA development process, including feedback from the Peer Review, Focus Groups, and a Stakeholder Meeting, Siskiyou County has identified the following outcomes as the focus for this next five-year SIP. These outcomes were selected through collaborative conversation among Child Welfare, Probation, the Office of Child Abuse Prevention (OCAP), and CDSS:

Focus Area	CW	Probation
Systemic Factor: Agency Collaboration	√	
Systemic Factor: Staff, Caregiver, and Service Provider Training (focus on Staff Training)		√

Child Welfare

Child Welfare has chosen to prioritize the systemic factor of Agency Collaboration. This systemic factor is focused on collaboration with Tribes, as turnover among both Child Welfare staff and Tribal representatives over the past several years has resulted in decreased collaboration. Both Child Welfare and Tribal leadership have expressed a desire to strengthen collaboration moving forward to best meet the needs of children and families. Siskiyou County acknowledges the role of Tribes in Indian Child Welfare, as well as the importance of broadly engaging with Tribes, who are invited to participate in the development of the AB 2083 MOU, both to meet the requirements of state and federal law and to maximize access to culturally appropriate services and placements.

Probation

Probation has chosen to prioritize the Systemic Factor of Staff, Caregiver, and Service Provider Training with a focus specifically on staff training. As there are very few probation youth in care at any time, Probation seeks to ensure that officers are ready to meet the needs of any youth who do enter care in the future. Systems change efforts and best practices can become rusty when there are so few cases. Moreover, Probation recognizes the importance of prioritizing this focus as it currently has no written policies and procedures for staff training in relation to foster care. Staff are aware of many mandates and do receive training, but there is a current need to develop detailed policies. As further described in the strategy section below, Probation will focus on identifying enhanced training and best practices that go beyond mandates.

Strategies

Below, Siskiyou County Child Welfare and Probation describe their respective improvement strategies, including their justification rationales, action steps, systemic changes, training needs, roles of other partners, and evaluation and monitoring techniques.

Child Welfare Strategy #1
Systemic Factor: Agency Collaboration
Strategy: Increase collaboration with Local Tribal Representatives and Enhance ICWA Practices.
Justification Rationale: Child Welfare has chosen to prioritize this strategy as turnover in Child Welfare staff and within the Karuk and Quartz Valley Tribes has impacted agency collaboration over the past several years. Both the Karuk and Quartz Valley Tribes, the two federally recognized Tribes in Siskiyou County, have hired new staff over the past year, improving the consistency of staffing. This added consistency and the desire of Tribes and Child Welfare leadership for increased collaboration support prioritizing this strategy. Child Welfare also intends to enhance ICWA practices as appropriate, informed by feedback gathered through collaboration with Tribes. During the SIP development process, Child Welfare leadership reached out to Tribal representatives to engage them in the process of developing this strategy, including by setting up multiple brainstorm meetings. Last minute conflicts resulted in no Tribal representatives participating in a strategy session scheduled for February 21, 2025. Child Welfare held a subsequent strategy session on April 3, 2025; representatives from the Karuk Tribe and the CDSS Office of Tribal Affairs participated in this meeting and shared valuable insights and suggestions. The information gathered during the CSA development process, a November 2024 brainstorm session with Child Welfare staff, and the April 2025 brainstorm session with Tribal representatives all informed action step development. Because representatives from the Quartz Valley Tribe did not attend the April 2025 brainstorm session, Child Welfare offered to set up a subsequent meeting and reached out via email and phone to further engage them. Once the strategy and action steps were drafted, Child Welfare leadership shared them with representatives from the Karuk and Quartz Valley Tribes for their additional feedback before finalization. At the outset of the SIP cycle, Child Welfare will establish a Quarterly Meeting with local Tribal representatives to increase collaboration on ICWA cases, policies, and procedures. Representatives from the Karuk and Quartz Valley Tribes have expressed a desire for a forum for increased collaboration and a willingness to participate. Child Welfare leadership plans to also invite representatives from other Tribes that may interact with the County regardless of whether they are federally recognized or located within the County, such as the Hoopa Valley Tribe. Additionally, representatives from CDSS' Office of Tribal Affairs will be invited to participate in the Quarterly Meetings to provide technical assistance and further support

engagement and collaboration. Child Welfare leadership will work with the Tribal representatives to collaboratively identify the dates, times, and locations of meetings to maximize participation. Child Welfare expects meetings will have a hybrid format with both in-person and virtual options to accommodate the needs of representatives who may be located far away. For example, the Hoopa Valley Tribe is located three hours from Siskiyou County.

In collaboration with Tribal representatives, Child Welfare will create a Tribal contact and communication sheet to assist with verifying Tribal enrollment status and/or when working with Tribal social workers. This action step was requested by representatives from the Karuk Tribe during the April 2025 brainstorm session. The Karuk Tribe provided an example from Humboldt County, which they have found helps with communication in that county. The contact list will help improve communication by identifying who to reach out to for different topics and steps to take specific to each Tribe and Child Welfare. Child Welfare plans to review other counties contact sheet examples and then collaboratively develop one tailored to the needs of Siskiyou County and local Tribes.

While the CSA elevated compliance with ICWA as a strength of the County overall, this strategy also includes several action steps aimed at enhancing ICWA practices. For example, Child Welfare plans to develop and maintain processes for systemically monitoring ICWA compliance during this cycle, which was a need identified during the CSA development process. As noted in the CSA, Child Welfare monitors compliance at an individual case level, but it does not currently have a formal written process for monitoring compliance at a systems level. Child Welfare plans to revise ICWA policies and procedures to add guidance on processes for monitoring ICWA compliance. It will also make other updates as needed based on best practices, new guidance, and/or discussions with Tribal representatives. Moreover, to ensure social workers remain up to date on ICWA topics, Child Welfare plans to require social workers to participate in ICWA training at least annually throughout this cycle. Additional information related to training is described below in the training section.

Over the course of this SIP cycle, Child Welfare will work with Tribal representatives to develop a written agreement and/or MOU addressing agency collaboration, including processes related to communication, joint assessments, and data sharing. Child Welfare and Tribal representatives will review examples from other counties, best practices, and CDSS guidance to develop an agreement. They will also use the Quarterly Meetings to further discuss and fine tune components of this agreement. These discussions will guide decisions about the topics (e.g., referrals, investigations, active efforts, Tribal inclusion in the AB 2083 MOU, and more) and degree of specificity that should be added into either the formal agreement and/or into updated ICWA policies and procedures. While the work to develop the substance of the agreement will occur throughout the cycle, it is expected that a formal agreement or MOU will not be finalized until later in the cycle.

Child Welfare will regularly monitor strategy implementation as further described in the section below.

Action Steps:

- A. Establish and conduct Quarterly Meetings with child welfare leadership and local Tribal representatives to increase collaboration around ICWA cases, policies, and

procedures. B. Create a Tribal contact and communication sheet to assist with verifying Tribal enrollment status and/or when working with Tribal social workers. C. Child Welfare staff participate in annual ICWA training. D. Develop and maintain processes for monitoring compliance with ICWA policies and procedures. E. Update ICWA policies and procedures. F. Develop a written agreement and/or MOU between local Tribes and Child Welfare addressing agency collaboration, including processes related to communication, joint assessments, and data sharing. G. Monitor and evaluate strategy implementation
Systemic Changes: Creation of a forum for ongoing collaboration between Tribes and Child Welfare. Establishment of a written agreement or MOU addressing agency collaboration. Updated policies and procedures.
Educational/Training Needs to Achieve this Strategy: Social workers will receive ICWA training annually. Currently, all social workers participate in an initial ICWA training as part of Core; ongoing training has also been available but not mandated. To ensure staff receive adequate ongoing ICWA training, Child Welfare leadership plan to require annual ICWA training and include it within the annual training plan for each social worker. Child Welfare leadership will then track attendance at ICWA trainings to ensure each social worker is participating at least annually.
Roles of Other Partners in Achieving this Strategy: This strategy is designed to increase collaboration with local Tribes. As such, participation and engagement of representatives from the Karuk, Quartz Valley, and Hoopa Valley Tribes will be critical to the success of this strategy.
Technical Assistance Needed (if applicable): Child Welfare will seek technical assistance from the CDSS Office of Tribal Affairs as needed.
Evaluation and Monitoring: Child Welfare plans to monitor strategy implementation through a variety methods, such as: • Feedback from Tribal partners and Child Welfare staff on their satisfaction with agency collaboration. The Child Welfare Program Manager and Staff Analyst, in collaboration with Tribal partners, will develop a survey to measure satisfaction. The Staff Analyst will disseminate the survey every 6 months and collect and analyze the results. • Utilizing the Tribal Affiliations Report in SafeMeasures to monitor cases that indicate an unknown status. • Through biweekly Supervisor/Management meetings at which strategy implementation will be discussed. • Monitoring social worker attendance at ICWA trainings annually.

Probation Strategy #1

Outcome Measure: Systemic Factor: Staff, Caregiver, and Service Provider Training (focus on Staff Training)

Strategy: Enhance training of Juvenile Probation staff to increase knowledge and maintain staff readiness to handle placement cases.

Justification Rationale: Probation typically supervises a small number of youth in care at any given time, often ranging from zero to two individuals. Although the number of placement youth is low, Probation is committed to ensuring that officers are adequately prepared to meet the needs of youth in care when such cases arise. This is particularly important for youth aged 16 to 17, who often require a higher degree of independence and specialized support. Moreover, systems change efforts and best practices can become rusty when there are so few cases. For this reason, Probation chose to prioritize this strategy for improvement.

Currently, there are no formal written policies or procedures regarding training related to foster care for Juvenile Probation staff. While probation officers are required to complete a minimum of 40 hours of training annually, this mandate does not specifically address training focused on youth in care. In response to this identified gap, Probation will develop written policies and procedures for initial and ongoing training of staff, including guidance on the timing and frequency of core and enhanced trainings that promote best practices in supporting youth who are in or at risk of entering the foster care system. When developing its policies and procedures, Probation may reach out to UC Davis and/or neighboring counties to gather information on their policies; Probation will tailor any information received from other partners to meet the needs of Siskiyou County specifically.

Probation will also focus on creating a training checklist and a process to track available training resources and staff completion of trainings in alignment with written policies and procedures. The training checklist will describe all topics that staff should receive training on, who should receive each training, and the frequency of training. While the training checklist and policies and procedures will contain some overlapping information, the checklist will contain additional details and provide a mechanism for tracking completion of training. While the training checklist will include a broader range of topics, Probation has chosen to specifically include training on topics already identified as priorities (family finding and engagement, ICWA, non-minor dependents, and CWS/CMS) as a separate action step.

Probation intends for all Juvenile Probation staff to participate in targeted trainings. This approach will help ensure best practices are applied to prevent youth at-risk of entering foster care from doing so. It will also result in training of staff more broadly as currently there is only one Placement Officer; this Officer handles a combination of placement and non-placement cases due to the low number of Probation youth in foster care at any given time. When developing the training checklist and policies and procedure, Probation will determine whether individual training topics should be annual, semi-annual, and/or refresher trainings.

To inform the training checklist and future revisions to it, Probation will develop and disseminate an annual training survey to Juvenile Division staff to identify training needs and

satisfaction with the trainings already provided. However, given that there are only four Juvenile Probation staff, including the one Placement Officer, the feedback is not expected to be extensive.

Probation will collaborate with Child Welfare, the Chief Probation Officers of California, the Office for Youth and Community Restoration, and UC Davis to utilize available trainings.

Probation leadership also intends to work with the Probation criminal analyst to develop a report that pulls data from the Probation case management system on family finding and engagement efforts to ensure training on Family Finding and Engagement (FFE) is having its intended impact. While Probation staff currently enter FFE efforts into this system, it currently cannot generate a report that details efforts in a user-friendly manner. More specifically, Probation wants to create both a standardized month-to-month report and an annual report to better assist with tracking efforts. Probation expects that these reports would detail information such as when an initial letter was sent, whether the response was received, and what the response was, among other information.

Further details regarding training and evaluation and monitoring are provided in the sections below.

Action Steps:

- A. Develop written policies and procedures for initial and ongoing training of staff, including guidance on the timing and frequency of core and enhanced trainings that exceed minimum standards.
- B. Develop and disseminate an annual training survey to Probation staff in the Juvenile Division to identify training needs and satisfaction with trainings provided.
- C. Create a training checklist and process to track available training resources and staff completion of trainings in alignment with written policies and procedures.
- D. Develop monthly and annual reports describing Family Finding and Engagement efforts.
- E. Probation staff assigned to the Juvenile Division will attend:
 - i. Family Finding and Engagement Training annually.
 - ii. ICWA training annually.
 - iii. Initial training on non-minor dependents and an annual refresher focused on this population.
 - iv. Annual refresher training on CWS/CMS and CARES.
- F. Implement the training checklist and process to monitor staff completion of core and specialized trainings.
- G. Monitor and evaluate strategy implementation through quarterly reviews of staff training completion, quarterly case audits of documentation on Family Finding and Engagement efforts, and check ins with Tribal representatives every six months.

Systemic Changes: By developing written policies and procedures, Probation will ensure that Juvenile Probation staff have the training necessary to understand and implement best practices to serve youth in care. The creation of a training checklist and process for tracking available training resources and training completion will also result in positive systemic changes. Probation plans to review and update policies annually to incorporate new practices

and ensure ongoing effectiveness.

Educational/Training Needs to Achieve this Strategy: Probation will develop a comprehensive training checklist to ensure the delivery of high-quality services to youth in care, following established best practices. In the process of developing policies and procedures and the training checklist, consideration will be given to identifying training topics that require annual, semi-annual, or refresher sessions. As mentioned above, priority training topics already identified include family finding and engagement, ICWA compliance, the needs of non-minor dependents, and the CWS/CMS system. Probation recently entered into a contract directly with Lexis/Nexis to utilize its services for family finding. Previously, Probation relied on Child Welfare to conduct searches in LexisNexis. Given this new contract, Probation anticipates a need to train staff on how to use LexisNexis, among other trainings related to family finding and engagement.

Roles of Other Partners in Achieving this Strategy: Probation will collaborate with Child Welfare, the Chief Probation Officers of California, the Office for Youth and Community Restoration, and UC Davis to utilize available trainings. Coordination with peer probation departments in other counties will further add to this strategy.

Technical Assistance Needed (if applicable):

None anticipated at this time.

Evaluation and Monitoring: Probation will evaluate strategy implementation through quarterly reviews of staff training completion utilizing the new training checklist, quarterly case audits of documentation of Family Finding and Engagement efforts, and check ins with Tribal representatives every six months.

Child Welfare/Probation Placement Initiatives

Siskiyou County is fully committed to participating in both federal and state initiatives aimed at enhancing services for children and families involved in foster care and probation placements. These initiatives reflect a concerted effort to provide comprehensive care, improve outcomes, and ensure that children are placed in the most supportive, least restrictive environments.

Continuum of Care Reform

One of the primary reforms guiding this effort is the Continuum of Care Reform (CCR), established through Senate Bill (SB) 1013. CCR represents a transformative shift in California's approach to foster care, reshaping the rate-setting system and enhancing services for youth and families across the state. Assembly Bill (AB) 403, a key component of CCR, emphasizes meeting the full range of needs for youth in care by promoting permanent, supportive homes and helping them develop self-sufficiency. This initiative directly impacts both the Child Welfare and Probation departments, as they work to ensure that placements and services are in alignment with CCR's goals. Staff across both departments have been trained in critical tools like the Resource Family Approval (RFA) process, Safety Organized Practice (SOP), Child and Family Team (CFT) meetings, and the Child and Adolescent Needs and Strengths (CANS) assessment, all aimed at providing more personalized, holistic care for youth.

Safety Organized Practice

Child Welfare has fully trained staff in Safety Organized Practice (SOP). Annual training in SOP is required for existing staff and continues to be a requirement of new staff training. SOP is a holistic approach to collaboration and teamwork that seeks to strengthen partnerships with service providers and families. This framework is consistently used in all SIP measures and goals and going forward, it will continue to have a significant impact on all strategies, including incarcerated parent engagement, collaboration with service providers, and client contacts. SOP is being closely monitored, and staff training is conducted as needed.

Child and Family Team Meetings and Resource Family Approval

Child Welfare also continues to successfully implement Child and Family Team meetings (CFTs). Child Welfare holds CFTs within the first sixty (60) days of the child welfare case and at least once every six months or at any critical juncture of the child welfare case. CFTs have been a successful way of building rapport with the clients, creating the case plan, identifying, and strengthening the support system of the family. CFTs continue to be a critical component of child welfare cases and are utilized to implement many of the strategies around collaboration, service delivery and teaming identified in both placement stability, recurrence of maltreatment and permanency in 12 months.

Due to the successful implementation of CFTs and the Resource Family Approval (RFA) Program, child welfare has seen a significant increase in collaboration between resource families and parents. Resource Family Approval (RFA) is a caregiver approval process aimed at

rendering potential caregivers—including non-related foster families, relatives, Near-Kin, and adoptive families—eligible for consideration in the placement of a child, youth, or young adult. Siskiyou County first initiated RFA in 2016. This process combines elements of current licensing relative approval, adoption, and guardianship processes to create a seamless pathway for all families wishing to provide care to foster children. The collaboration that is established in the CFT is assumed to not only strengthen the support system of the child but also the parents.

Probation placement officers have been trained in the facilitation of Child and Family Team (CFT) meetings and initiate them as soon as a youth is identified as at risk for out of home placement and in youth who may benefit from the CFT. The CFT must meet prior to a Disposition Hearing recommending placement in a STRTP. Most CFT's are done well before the 60-day requirement after placement and multiple follow up CFT's are the norm within every six-month review period. Probation partners closely with Child Welfare dual status cases.

Probation has been able to recruit a few viable resource families, which Child Welfare partners successfully ushered through the RFA process, but more intensive pre-placement and on-going family finding efforts are needed. Probation is exploring how to implement a Continuous Quality Improvement (CQI) plan with the viability of adopting training in Safety Organized Practice (SOP) and following the Integrated Core Practice Model (ICPM) for the placement supervisor and placement officer.

Child and Adolescent Strengths and Needs (CANS)

Child Welfare and Behavioral Health staff continue to maintain a close working collaboration to provide appropriate mental health services to children in the Katie A. subclass. Through this collaboration, quarterly meetings continue to occur to ensure that the procedures, referral system and assessments are working well. This collaboration continues in the implementation of CANS. Behavioral Health conducts the initial CANS assessment and maintains the children assessed for sixty (60) days prior to making a determination of medical necessity for mental health services.

The Probation placement supervisor is trained in the CANS assessment. CANS is utilized in conjunction with the CSE-IT, the Positive Achievement Change Tool (PACT), the Adverse Childhood Experience (ACEs) score, Mental Health Alerts, Resiliency Scores, and a parenting assessment already in place through First 5 Siskiyou.

Integrated Core Practice Model

Additionally, the implementation of the Integrated Core Practice Model (ICPM) has been successful. ICPM highlights SOP language, standards and guidelines not only in the work between staff and clients, but it is also modeled in supervision and management. Child Welfare continues to review and update policies and procedures to include ICPM language and guidance. As these initiatives work together, they will continue to strengthen the strategies and goals outlined in the SIP measures by highlighting the importance of collaboration, teamwork, and strengthening the relationship and supports of the family.

Family First Prevention Service Act Part I

Child Welfare has completed an implementation plan for FFPSA Part I, as well as a county wide prevention plan that is supported by FFPSA. FFPSA is a wonderful opportunity to build capacity in the community to strengthen families and provide preventative services to the families in our community prior to the intervention of Child Welfare.

Family First Prevention Service Act Part IV

The Family First Prevention Services Act (FFPSA), implemented following Assembly Bill 153 in 2021, focuses on preventing foster care placements by providing federal funds for programs that help keep children safely at home. This initiative predominantly impacts Probation in Siskiyou County, as it establishes new requirements for Short-Term Residential Therapeutic Program (STRTP) placements and mandates a thorough review process. Sections 361.22 and 727.12 of the Welfare and Institutions Code outline specific criteria for court reviews of these placements, and Siskiyou County has adopted Judicial Council Rule 5.618 and related forms to ensure compliance. For youth in need of STRTP care, a Qualified Individual (QI) assesses the case in collaboration with the Interagency Placement Committee (IPC), following federal guidelines.

The focus on family-based placements and reduced reliance on congregate care applies to both departments. Siskiyou County prioritizes identifying supportive relatives or non-relative extended family members as placement options. This has significantly reduced the number of youth requiring out-of-home care, with only two youth currently in congregate care, reflecting the effectiveness of pre-placement services and family finding efforts.

Extended Foster Care

Through the Extended Foster Care (EFC) Program, created under Assembly Bill 12 in 2010, both Child Welfare and Probation departments extend support to eligible youth up to age 21. Siskiyou County has seen a steady increase in participation due to greater awareness of the program's benefits. Over the past year, two nonminor dependents (NMDs) who had previously exited foster care at age 18 have re-entered under AB-12. The County's foster care eligibility worker, co-located part-time with Child Welfare Services, ensures timely responses and streamlined access to EFC resources, benefiting youth from both departments.

Non-Minor Dependency (NMD) and Fostering Connections after 18 Program

Similarly, the Non-Minor Dependency (NMD) and Fostering Connections after 18 Program serves youth transitioning into adulthood by providing them with ongoing support. This program benefits both Child Welfare and Probation youth, helping them secure stable housing, pursue higher education, maintain employment, and achieve independence. Youth participating in this program have reported strong, supportive relationships with their case managers, which have been crucial in their journey toward self-sufficiency.

Katie A. v. Bontá Settlement Agreement

Addressing mental health needs is another cornerstone of Siskiyou County's approach, particularly in the context of the Katie A. v. Bontá Settlement Agreement, which applies to both departments. This settlement has driven significant reforms in mental health service delivery for children in or at risk of entering foster care. Since 2013, Siskiyou County has worked in close partnership with Behavioral Health Services to provide Intensive Care Coordination (ICC) and Intensive Home-Based Services (IHBS) to eligible youth. These services are delivered within the community, emphasizing the least restrictive care setting, and are further supported by the Therapeutic Foster Care (TFC) model under the Medi-Cal Specialty Mental Health Services (SMHS) and Early and Periodic Screening, Diagnostic and Treatment (EPSDT) programs.

Regular interdisciplinary meetings involving Child Welfare, Behavioral Health, and Probation ensure that children in the Katie A. subclass receive the care they need. This collaboration has been essential for ensuring that all necessary protocols are followed and for resolving challenges as they arise. The County has consistently submitted six-month reports on time, demonstrating compliance with state requirements, and holds monthly Child and Family Team (CFT) meetings that have been instrumental in safely returning children to their homes.

Probation and Behavioral Health partners have worked closely together to make sure presumptive transfers are timely, wraparound services are implemented whenever possible, and assessment results are shared.

Commercial Sexual Exploitation of Children (CSEC)

Child Welfare continues to work under a Memorandum of Understanding (MOU) with Siskiyou County Probation, Siskiyou County Behavioral Health, and the Siskiyou County Superior Court to guide a multidisciplinary response to commercial sexual exploitation of children (CSEC). Child Welfare and probation continue to be active members of the Siskiyou Anti-Trafficking Coalition. The goal is to identify at-risk youth and link these youth and families to community agencies that can provide appropriate ongoing services. Through this collaboration, the department is able to provide the placement home with the support and resources they need so that they feel prepared to maintain placement of the CSEC youth and stability is maintained.

Several Probation staff have been trained in the Commercial Sexual Exploitation-Identification Tool (CSE-IT), and an MOU with West Coast Children's Clinic (WCC) was implemented in 2021. The strategies outlined in the CSEC MOU as mentioned above are a vital practice to assist probation youth to achieve stability. Critical trauma-informed training has been identified and completed to address the needs of youth, including those who are at risk of Commercial Child Exploitation of Children (CSEC) or have been victims of CSEC.

Family Urgent Response System

Child Welfare in collaboration with Probation and Behavioral Health has successfully implemented the Family Urgent Response System (FURS). This has been a collaborative effort across the departments that has had much success in a short time. A joint response and extended

case-management model has been designed and has been able to provide support to current and previous foster children in our community. Through these efforts placement stability to placements and support to caregivers has occurred.

Transitional Housing Program and Housing Navigators

Child Welfare has implemented use of Transitional Housing Program and Housing Navigators Program funds provided by the Department of Housing and Community Development. These funds have allowed for services and concrete supports to be purchased and provided to current and former foster youth between the ages of 18-25 years old to secure and maintain housing. The priority population for this initiative is given to former foster youth but does allow for current foster youth to benefit from the program and supports.

Five-Year SIP Chart

Child Welfare: Systemic Factor: Agency Collaboration

National Performance: N/A

CSA Baseline Performance: N/A

Current Performance: N/A

Target Improvement Goal:

Year 1: Quarterly meeting between Tribal representatives and Child Welfare leadership is established. Feedback from Child Welfare staff and Tribal representatives is gathered on strengths and areas of improvement related to collaboration.

Year 2: Tribal contact and communication sheet is created. Feedback from Tribal representatives and Tribal representatives is gathered and shows improvement over Year 1 baseline.

Year 3: Policies and procedures are updated in accordance with feedback from Tribal representatives and Child Welfare staff.

Year 4: Written agreement and/or MOU between local Tribes and Child Welfare is finalized. Feedback from Tribal representatives and Child Welfare staff shows increased satisfaction with collaboration compared to prior years.

Probation: Systemic Factor: Staff, Caregiver, and Service Provider Training (focus on Staff Training)

National Performance: N/A

CSA Baseline Performance: The Peer Review indicated that Probation Officers may not stay up to date with formal practices as it relates to current laws and regulations on foster care due to having low placement numbers. Peers indicated that additional or ongoing training in family finding may be useful.

Current Performance: N/A

Target Improvement Goal:

Year 1: Develop policies and procedures for initial and ongoing training of staff.

Year 2: Develop and implement the training checklist and process for tracking training completion.

Year 3: Revise the checklist as needed. By year 3, all Juvenile Probation staff will have participated in at least 50% of the trainings outlined in the training checklist.

Year 4: All Juvenile Probation staff complete 75% of the trainings outlined in the training checklist.

Child Welfare Strategy 1: Increase collaboration with Local Tribal Representatives and Enhance ICWA Practices.	☐ CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Systemic Factor: Agency Collaboration	
	☐ CBCAP		
	☐ PSSF		
	☒ N/A	☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
A. Establish and conduct Quarterly Meetings with child welfare leadership and local Tribal representatives to increase collaboration around ICWA cases, policies, and procedures.	October 2025	February 2030	Program Manager, CWS Supervisors
B. Create a Tribal contact and communication sheet to assist with verifying Tribal enrollment status and/or when working with Tribal social workers.	January 2026	June 2026	CWS Supervisors Staff Service Analyst Legal Secretary
C. Child Welfare staff participate in annual ICWA training.	January 2026	February 2030	All CWS Staff
D. Develop and maintain processes for monitoring compliance with ICWA policies and procedures.	March 2026	March 2027	Program Manager Staff Service Analyst
E. Update ICWA policies and procedures.	March 2027	March 2028	Program Manager Staff Service Analyst
F. Develop a written agreement and/or MOU between local Tribes and Child Welfare addressing agency collaboration, including processes related to communication, joint assessments, and data sharing.	October 2027	April 2029	Program Manager Staff Service Analyst

G. Monitor and evaluate strategy implementation.	October 2027	February 2030	Program Manager Staff Service Analyst
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Probation Strategy 1: Enhance training of Juvenile Probation staff to increase knowledge and maintain staff readiness to handle placement cases.	☐ CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Systemic Factor: Staff, Caregiver, and Service Provider Training (focus on Staff Training)	
	☐ CBCAP		
	☐ PSSF		
	☒ N/A	☐ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps	Implementation Date	Completion Date	Person Responsible
A. Develop written policies and procedures for initial and ongoing training of staff, including guidance on the timing and frequency of core and enhanced trainings that exceed minimum standards.	October 2025	February 2026	Assistant Chief Probation Officer
B. Develop and disseminate an annual training survey to Probation staff in the Juvenile Division to identify training needs and satisfaction with trainings provided.	December 2025	February 2026	Assistant Chief Probation Officer
C. Create a training checklist and process to track available training resources and staff completion of trainings in alignment with written policies and procedures.	March 2026	October 2026	Juvenile Placement Supervisor
D. Develop monthly and annual reports describing Family Finding and Engagement efforts.	July 2026	December 2026	Juvenile Placement Supervisor

E. Probation staff assigned to the Juvenile Division will attend: i. A Family Finding and Engagement Training annually. ii. ICWA training annually. iii. Initial training on non-minor dependents and an annual refresher focused on this population iv. Annual refresher training on CWS/CMS and CARES.	July 2026	February 2030	Juvenile Placement Supervisor
F. Implement the training checklist and process to monitor staff completion of core and specialized trainings.	October 2026	March 2027	Assistant Chief Probation Officer
G. Monitor and evaluate strategy implementation through quarterly reviews of staff training completion, quarterly case audits of documentation on Family Finding and Engagement efforts, and check ins with Tribal representatives every six months.	January 2027	February 2030	Assistant Chief Probation Officer

Prioritization of Direct Service Needs

To select priority direct service needs to fund with CAPIT, CBCAP, and PSSF, Siskiyou County considered CSA findings on service gaps and populations at greatest risk of maltreatment, performance on federal outcome measures, and CAPIT/CBCAP/PSSF requirements. More specifically, Siskiyou County has chosen to prioritize parenting education, behavioral health services, adoption promotion and support services, Child Abuse Prevention Center activities, and Voluntary Family Maintenance for funding. Data supporting the decision to prioritize these direct service needs is further detailed below.

The CSA identified families struggling with substance use issues as one of the populations at greatest risk of maltreatment and noted barriers to timely service delivery, especially for families with mental health or substance abuse needs. These CSA findings support Child Welfare's decision to continue to utilize PSSF funding to fund behavioral health services for parents. With this funding, Siskiyou County Behavioral Health will utilize a variety of evidence-based practices, including Hazelden, Treatment on Demand, Living in Balance, Matrix, and Seeking Safety, to meet the substance abuse and mental health needs of parents.

Additionally, the CSA stated that a decrease in allegations and entries since the prior CSA may be partially attributed to the County's increased focus on preventive services, outreach, and support for at-risk families. Child Welfare has chosen to continue to utilize CAPIT, CBCAP, and PSSF funding to support evidence-based parenting education, Child Abuse Prevention Center activities, and the County's Voluntary Family Maintenance Program with the goal of continuing this positive trend.

Finally, Child Welfare has chosen to prioritize PSSF funding for Adoption Promotion and Support Services based on feedback from both the CSA and SIP development processes. More specifically, during the CSA development process, stakeholders noted an increase in the length of time it has been taking to finalize adoptions in recent years. Siskiyou County has also recently seen an increase in the number of children re-entering foster care after adoption or being placed in extended out-of-home care funded by Adoption Assistance Payments. Moreover, during the SIP development process, stakeholders elevated that some caregivers are hesitant to pursue permanency, including through adoption, for children with difficult behaviors or more complex needs due to concerns about their ability to meet those needs after case closure. They also elevated a need to better educate caregivers about post-adoption services and community supports. These findings from the CSA and SIP development processes support Child Welfare's decision to continue utilizing PSSF funding for adoption promotion and supportive services.

Service Provision for CAPIT/CBCAP/PSSF Programs

PROGRAM DESCRIPTION

PROGRAM NAME

Line 1 Expenditure Workbook: First 5 Siskiyou Parenting Education

SERVICE PROVIDER

First 5 Siskiyou

PROGRAM DESCRIPTION

Siskiyou County Health and Human Services contracts with First 5 Siskiyou Children & Families Commission for the provision of ongoing 6-12 week series of evidence based parenting education classes in Siskiyou County, with classes specifically being held in Happy Camp, Fort Jones (Scott Valley), Weed, Mt Shasta, Tulelake, Yreka, McCloud, Dorris and Dunsmuir. The trainings are open to the public, with encouragement to all CWS clients to attend. The evidence-based curriculum includes, but is not limited to, Nurturing Parenting, Parenting NOW! Make Parenting a Pleasure, Attachment Vitamins, and Strengthening Families, and Active Parenting. CWS clients with open case plans were referred to the parenting series as geographically appropriate. During COVID 19, all classes were being conducted virtually. The classes have since resumed to in person as well as virtual options, which has increased participation

During the parenting education classes, childcare and dinner is provided. The group not only provides education but also a support group for the families that attend. Due to COVID 19, the trainings were being offered virtually, and have since resumed to in person as well as virtually. First 5 has added a reflective practice aspect to the parenting education by offering individual coaching and support sessions once per week or as needed for participating families. These sessions are available in person or by phone by qualified professionals including a Certified SUD Counselor, Licensed Clinician, Domestic Violence Counselor, and Child Development Specialist. and has added a clinician that will be available to hold individual sessions once per week with participating families and will be available for ongoing calls and support. These sessions will range from 15 – 60 minutes.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Parenting education, case management, childcare and peer support
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- The partnership with First 5 Siskiyou has been instrumental in delivering parenting education within the community. (p. 73)
- In Q2 2022, Siskiyou County did not meet the national performance for Measure S2, with 10.4% of children experiencing a recurrence of maltreatment. (p. 117)

TARGET POPULATION

Parents / Caregivers in community, at risk of entry into CWS and in CWS.

TARGET GEOGRAPHIC AREA

Siskiyou County

TIMELINE

2025-2030

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase knowledge of parenting, child development resources in the community, and strengthen social connection with other parents.	70% of participants will show improvement in parenting leading to less recurrence and permanency	Federal Measures Parenting Skills Ladder Retrospective survey	Checked monthly by Program Manager End of class retrospective survey
Quality Assurance (QA) Monitoring			
Provider is in compliance with program implementation.	70% of program participants received services and show improved parenting resilience and skills.	Survey completed by participants administered by service provider.	As administered by service provider Checked semi-annually by the Program Manager.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Parenting Skills Ladder a retrospective survey	As administered by service provider.	Reviewed by service provider and summarized by Oregon State University in their yearly report.	Problem areas will be identified and discussed at meeting with service provider.

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Parenting Skills Ladder, a retrospective survey developed by Oregon State University was used at the end of each series as well as the AAPI Nurturing Competency Scale for the menu of curricula from Nurturing Parenting Program

PROGRAM DESCRIPTION

PROGRAM NAME

Line 2 Expenditure Workbook: Siskiyou County Behavioral Health Services

SERVICE PROVIDER

Siskiyou County Behavioral Health Services

PROGRAM DESCRIPTION

Siskiyou County Behavioral Health Services (BHS) provides family preservation, family stabilization and time-limited reunification services. BHS conducts in-depth assessments by a clinician, which determines if the client meets medical necessity. These assessments are conducted using the American Society of Addiction Medicine (ASAM). If the client meets medical necessity for MediCal billing, the client is referred to the appropriate services (services options listed below) and the costs are covered by MediCal. If the client does not meet Medical Necessity to enable MediCal billing, the client is referred to all appropriate and necessary services (Parenting and Life Skills at a minimum) and the costs are covered by the PSSF Family Preservation funding stream. This ensures that every client coming through the Child Welfare system, whether through a referral and investigation, voluntary services or court ordered services are able to access services.

The services available offer a vast array of needs including relapse prevention, parenting, life skills, adolescent support, drug specific treatment support, victim awareness and safety. Evidence based practices including Hazelden, Treatment on Demand, Living in Balance; Matrix and Seeking Safety are used.

As indicated, services can be offered on an individual or group level. Emphasis is placed on addressing parents' issues that prevent them from successfully parenting and engaging in society. These services have been very effective in increasing self-esteem and positive communication skills for parents in or at risk of entering the child welfare system.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Behavioral health, mental health services
PSSF Family Support	Behavioral health, mental health services
PSSF Family Reunification	Behavioral health, mental health services
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Siskiyou County faces significant challenges with substance use, particularly with high rates of fentanyl use. (p. 25)
- The suicide rate in Siskiyou County from 2020-2022 was 26.6 deaths per 100,000 population, ranking 53rd compared to all other counties in California. (p. 26)
- Substance use disorders are a significant concern in Siskiyou County, particularly in underserved populations where access to treatment is limited. (p. 89)
- The rural geography of Siskiyou County and limited access to local services create barriers to timely service delivery, particularly for families requiring mental health or substance abuse treatment. (p. 144)

TARGET POPULATION

Parents in CWS

TARGET GEOGRAPHIC AREA

Siskiyou County

TIMELINE

2025-2030

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Parents will increase ability to safely parent children and increase support networks. Parents will have an increase in parenting skills and resiliency	70% of participants will show progress including reunification and improved ability to safely parent children in their homes.	Federal Measures ASAM assessment	Checked monthly by Program Manager and Court Supervisor. Pre and post surveys
Quality Assurance (QA) Monitoring			
Provider is in compliance with program implementation.	70% of program participants receive services and show improved life skills.	Survey completed by participants administered by service provider.	As administered by service provider. Monthly by Program Manager

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client satisfaction survey.	Completed quarterly with clients receiving services from this services provider with social worker in review of case plan.	Surveys reviewed quarterly.	Problem areas identified and discussed with service provider.

PROGRAM DESCRIPTION

PROGRAM NAME

Line 3 Expenditure Workbook: Child Abuse Prevention Council (CAPC)

SERVICE PROVIDER

First 5 Siskiyou Children & Families Commission

PROGRAM DESCRIPTION

As the designated Child Abuse Prevention Council (CAPC), First 5 Siskiyou Children & Families Commission serves as a central hub for fostering cross-sector collaboration in integrated prevention planning and implementation. In alignment with Welfare and Institutions Code Section 18982.2, it supports community-level programs, services, and educational initiatives that aim to prevent child abuse and neglect. Through this role, First 5 Siskiyou encourages and strengthens community engagement in prevention efforts, while also providing a vital forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases. The First 5 Commission promotes public awareness, facilitates professional training, recommends service improvements, and works to expand access to resources and programs that support the well-being of children and families.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	Network development, public awareness/public awareness
PSSF Family Preservation	
PSSF Family Support	
PSSF Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Siskiyou County faces significant challenges with substance use, particularly with high rates of fentanyl use. (p. 25)
- The suicide rate in Siskiyou County from 2020-2022 was 26.6 deaths per 100,000 population, ranking 53rd compared to all other counties in California. (p. 26)
- In Q2 2022, Siskiyou County did not meet the national performance for Measure S2, with 10.4% of children experiencing a recurrence of maltreatment. (p. 117)

TARGET POPULATION

Community at large, at-risk children, at-risk parents, and providers

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Date Approved by OCAP: 09/25/2025

TARGET GEOGRAPHIC AREA

Siskiyou County

TIMELINE

2025-2030

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

Desired Outcome	Indicator	Source of Measure	Frequency
Community awareness and prevention of child abuse. Increased public awareness and community engagement	Increase in mandated reports received by CWS. Decrease of children entering CWS. Number of community outreach events or campaigns conducted	Review of Federal Measure. Review documentation of number of individuals in the community engaged in events. Event and campaign logs and attendance.	Monthly by CWS staff
Quality Assurance (QA) Monitoring			
Provider is in compliance with contract.	Increase community awareness of child abuse and prevention.	Participation and observation of CAPC by CWS staff.	Ongoing Annually by Program Manger

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client satisfaction survey.	Administered by service provider.	To identify client satisfaction and areas of improvement.	Meet with service provider and discuss areas of improvement.

PROGRAM DESCRIPTION

PROGRAM NAME

Line 4 of Expenditure Workbook: Adoption Promotion and Supportive Services

SERVICE PROVIDER

First 5 Siskiyou Parenting Collaboration

PROGRAM DESCRIPTION

Siskiyou County Adult and Children's Services partners with First 5 Siskiyou Parenting Collaboration to provide adoption promotion and supportive services. This multi-agency collaboration provides training to adoptive and potential adoptive parents, as well as professionals and relatives who support the adoption process. This includes bringing nationally known speakers, monthly activities, and adoptive parent support groups provided by Wayfinder Family Services. These activities and speakers are brought to Siskiyou County to educate adoptive parents, caregivers, social workers, educators and the community regarding adoption and issues faced by adoptive families, the children, and to support adoptive parents in their adoption of children from the foster care system. Evening community trainings include childcare and a meal.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	Adoptive parent recruitment, Case Management, Peer Support, Childcare, early childhood education, parenting education, team decision making
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Adoptions aren't timely (p. 107)
- The County has identified a need to place additional emphasis on enhancing pre- and post-adoption supports and services (p. 145)

TARGET POPULATION

Non-CWS & CWS Parents/Caregivers in community

TARGET GEOGRAPHIC AREA

Siskiyou County, Yreka and Mt. Shasta.

TIMELINE

2025-2030

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Permanency of children in adoptive homes.	Placement stability in adoptive homes. Completion of adoption trainings	Federal measures Tracking of attendance of required trainings Tracking of potential recruitments from special events	Checked monthly by Program Manager and Emergency Response Supervisor
Quality Assurance (QA) Monitoring			
Provider is in compliance with program implementation and evaluation as outlined in contract	Participants are maintaining permanency of the minors in their home	Survey completed by participants administered by service provider	As administered by service provider. Checked quarterly by Program Manager and Resource Family Approval Supervisor
CLIENT SATISFACTION			
Method or Tool	Frequency	Utilization	Action
Training Satisfaction Survey	As administered by service provider.	Reviewed by service provider and summarized in their yearly report.	Problem areas will be identified and discussed at meeting with service provider.

PROGRAM DESCRIPTION

PROGRAM NAME

Line 5 Expenditure Workbook: Voluntary Family Maintenance

SERVICE PROVIDER

Siskiyou County Adult and Children's Services

PROGRAM DESCRIPTION

The social workers dedicated to the Emergency Response unit at any time may carry Voluntary Family Maintenance (VFM) and/or Voluntary Family Reunification (VFR) cases. The goal of this program is to provide time limited intensive services to the family to keep children at risk of entering foster care safely in the home of their families. The assigned social worker will work with the family for a time of thirty (30) days to six (6) months, providing pre-placement services. These services include but are not limited to case management, service referrals and weekly in-home support. Evidence based practices such as motivation interviewing, safety organized practice and strengths perspective are used. The goal of these services is to improve parenting skills, enhance or develop safety networks and provide in-home support including parent coaching and education.

All VFM cases follow the same child and family team (CFT) schedule as cases going through the Court processes. The CFT is comprised of service providers from the family, community, Behavioral Health, Office of Education/schools, and all other services providers. If VFM families are also receiving CalWORKs services, coordinated case planning is done through the Linkages worker.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Case management, parenting education, team decision making, basic needs and concrete supports.
PSSF Family Support	Case management, parenting education, team decision making, basic needs and concrete supports.
PSSF Family Reunification	Case management, parenting education, team decision making, basic needs and concrete supports.
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- CWS has identified that the increase in the provision of Voluntary Family Maintenance (VFM) services has positively contributed to the performance in the recurrence of

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maltreatment. Providing VFM services and specialized training has proven effective in preventing further instances of maltreatment. (p. 118)

TARGET POPULATION

Caregivers and children involved or at risk of child welfare services

TARGET GEOGRAPHIC AREA

Siskiyou County

TIMELINE

2025-2030

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Permanency and stability for children	70% of families engage in services and maintain placement	Federal Measures	Reviewed monthly by Program Manager
Quality Assurance (QA) Monitoring			
Voluntary Family services are being provided to clients	70% of families engage in services and show improved skills in safely parenting their children in their home.	CWS conducts program evaluation using federal measures to monitor client outcomes including reunification, recurrence of maltreatment and reentry into foster care.	Monthly review of federal measures. Surveys will be reviewed and areas of improvement will be identified.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client satisfaction survey	Completed by participants at the close of their case.	Surveys reviewed quarterly	Problem areas identified and brainstorming on continuous quality improvement.

CAPIT/CBCAP/PSSF Expenditure Workbook
Proposed Expenditures
Worksheet 1

(1) DATE SUBMITTED:9/19/25

(4) COUNTY:Siskiyou

(2) DATES FOR THIS WORKBOOK7/1/25thru6/30/30

(5) PERIOD OF SIP:2/1/25thru2/1/30

(6) YEARS:2025-2030

(3) DATE APPROVED BY OCAP9/22/25
Internal Use Only

(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):					CAPIT: \$65,046		CBCAP: \$28,534		PSSF: \$31,675								
No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Family Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	First 5 Siskiyou Parenting Education		First 5 Siskiyou		\$24,500		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$24,500
2	Siskiyou County Behavioral Health Services		Siskiyou County Behavioral Health		\$0		\$0		\$7,720	\$7,720	\$7,720	\$0	\$23,160		\$0		\$23,160
3	Child Abuse Prevention Council		First 5 Siskiyou Children & Families Commission		\$0		\$28,534		\$0	\$0	\$0	\$0	\$0		\$0		\$28,534
4	Adoption Promotion and Supportive Services		First 5 Siskiyou		\$0		\$0		\$0	\$0	\$0	\$8,515	\$8,515		\$0		\$8,515
5	Voluntary Family Maintenance		Siskiyou County Adult & Children Services		\$10,000				\$0	\$0	\$0	\$0	\$0		\$0		\$10,000
6					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
7					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
8					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
9					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
10					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
11					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
12					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
13					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
14					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
15					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
Totals					\$34,500		\$28,534		\$7,720	\$7,720	\$7,720	\$8,515	\$31,675		\$0		\$94,709
									24%	24%	24%	27%	100%				

