

KEEPING FAMILIES TOGETHER

Strengthening a Struggling Child Welfare Service

A report by the 2022-23 Yolo County Grand Jury
June 1, 2023

“Family relationships are the building blocks of society. Strong families foster compassionate and responsible individuals who contribute positively to their communities.” Pope Francis



Stock photo

SUMMARY

Families needing support from the Child Welfare Services (CWS), a branch of Yolo County’s Health and Human Services Agency, deserve dedicated resources that will enable all children and families to achieve their full potential and experience a “healthy, safe and vibrant community where all have the opportunity to [thrive...](#)” (1)

The 2022-23 Yolo County Grand Jury (Grand Jury) responded to a complaint on the following alleged problems at CWS: 1) staffing and human resource concerns, 2) racial and ethnic disparities in the way cases are handled for children and families, and 3) the sizeable number of children who are sent out of Yolo County for foster care. While the Grand Jury found evidence of these problems, they also found staff and management were experienced, compassionate and dedicated individuals whose priority is the welfare of the children and families they serve. They are seemingly recharged following challenges arising from earlier leadership changes and the COVID-19 pandemic. The

Grand Jury further found that the new executive leadership team is focused on creating a stable organization that will deliver on its [vision](#) to “strengthen the safety, permanency, and well-being of children involved in the child welfare system”. (2)

However, CWS needs extensive help to achieve its vision. The agency is facing a host of internal challenges that affect the delivery of services to vulnerable Yolo County children. These challenges are not new. The 2015-16 Grand Jury also found operational practices that adversely affected staff morale. Some of the most critical current obstacles – staff shortages, high turnover, and irregular training – were also identified as shortcomings in an assessment presented as part of the Child Workshop #2¹ to the Yolo County Board of Supervisors in 2016.

Although additional positions were added to the CWS staffing budget since the 2016 assessment, many positions are unfilled, resulting in excessively large caseloads for social workers and a perpetual state of burnout driving staff turnover. CWS management is left without the time or organizational energy to implement necessary improvements. In 2015, the Annie E. Casey Foundation noted, when caseloads are not reasonable “...agencies experience high staff turnover that fuels poor decision-making, spurs poor child and family outcomes, requires inordinate recruitment and [increases training cost.](#)” (3) Turnover is the result of excessive caseloads, low-morale, high-stress, low-pay, poor management-staff relationships, inadequate training, and many other negative organizational attributes.

Needed reforms to child welfare practices outlined in the 2020-25 CWS System Improvement Plan (SIP) aimed at improving outcomes for Yolo County’s children and families are lagging behind what is needed. As noted in the SIP, implementation of a program to reduce the high incidence of referrals to foster care, especially for Black children, is behind schedule. The longstanding lack of foster families in Yolo County means too many children are sent out of Yolo County for foster care, away from school, family and friends.

These are long-standing, critical concerns requiring a high sense of urgency. Until the staffing crisis is addressed, dedicated staff and leadership will persevere until they, too, become victims of burnout. Children and families who are among the most disadvantaged in our community are those who desperately need CWS’s help and will suffer

¹ Yolo County Board of Supervisors Child Welfare Workshop #2, 9.27.16, Oppenheim, Fabella, Webster

most. When one segment of the community suffers, especially the children, Yolo County's reputation and desirability as a place to live and work for all suffers.

DEFINITIONS

CWS: Child Welfare Services is the branch of Yolo County's Health and Human Services Agency that focuses on strengthening the "safety, permanency, and well-being of children involved in the child welfare system." (3)

HHSA: Yolo County's Health and Human Services Agency provides a wide range of services and support programs throughout the county. These include assisting adults, children and youth, and families with mental health, substance abuse and welfare services. The branches within HHSA include Children's Mental Health, Continuous Quality Improvement, Community Health, and Child Welfare Services. Its mission is to ensure "Yolo County residents are healthy, safe and economically stable." (4)

SIP: Mandated by the state, System Improvement Plans are 5-year strategic plans that all CWS departments develop in collaboration with local partners to improve outcomes in priority areas. Plans must be approved by the county Boards of Supervisors and then submitted to the California Department of Social Services. Yolo County's CWS branch established its SIP for 2020-25.²

BACKGROUND

Yolo County Child Welfare Services (CWS) is the primary system of intervention for child abuse and neglect in the county. California law provides for, and CWS arranges, a variety of services for children who are victims of abuse or neglect and their families with the goal of keeping the child at home when it is safe, and developing an alternative plan when removal from the home is in the child's best interest. In addition, CWS is also responsible for assistance with adoption and foster family recruitment, licensing and placement.

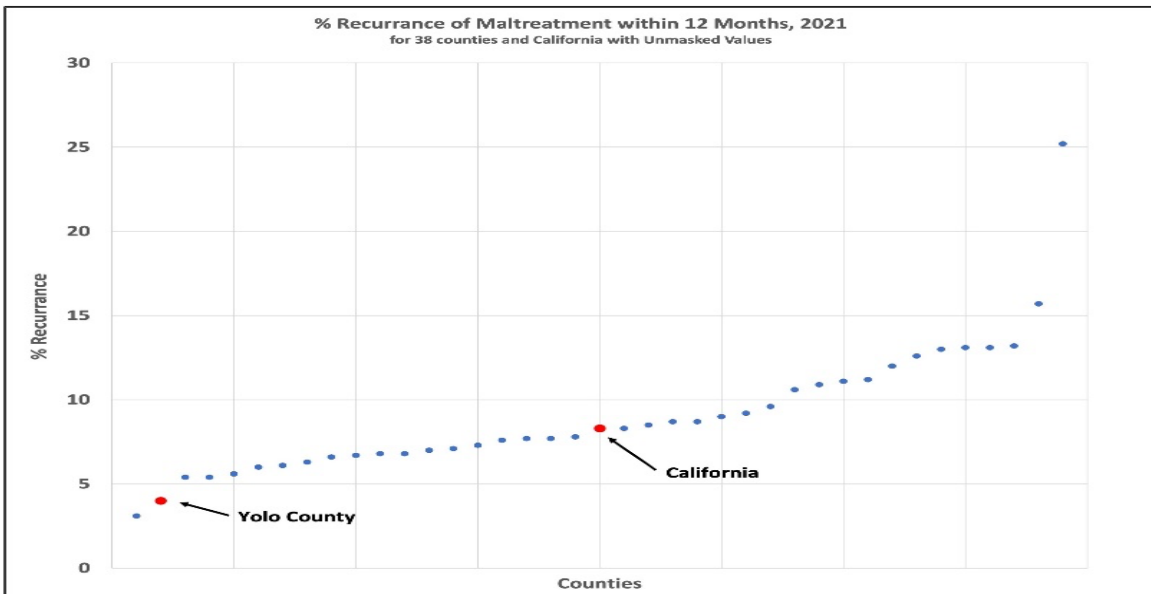
Protecting children and strengthening families is a complex process where the social worker is the developer and conductor of a care plan requiring collaboration with an array of partners. These include the court, HHSA, law enforcement, schools, hospitals, and others. Numerous federal and state statutory rules govern the operation of CWS, and the work of social workers within the agency. The flowchart in Appendix A provides an overview of the process from the first notification that abuse or neglect is suspected through to resolution.

² Copies may be requested from California Department of Social Services, <https://www.cdss.ca.gov>

Several of the concerns raised in the filed complaint were also identified in 2016 when the Yolo County Board of Supervisors commissioned an outside expert evaluation of the operation of CWS in response to the death of several [children](#). (5)

Fortunately, the tragic circumstances which drew the Board of Supervisor’s attention in 2016 have not been repeated. In fact, Yolo County’s rate of recurrence³, a measure of child safety, has been declining steadily. (See Appendix B). Currently, Yolo County’s recurrence percentage is among the lowest of counties in the state (2021, [most recent data](#)). (6)

Rates of recurrence of child abuse and neglect in 2021 is half the statewide rate as shown in the [chart](#) below. (7) Yolo County has a low rate of recurrence.



Many of the deficiencies noted in the 2016 report⁴ continue today. Operational challenges, including staffing shortages, high turnover rates and inadequate training described in the 2016 assessment, remain present today. Long term issues that have seriously impacted CWS started with some overreporting of children based on racial and ethnic community bias, challenges once they enter the system, and high out-of-county placement of foster children. To address these challenges, CWS has an ambitious strategy to “create a paradigm shift within the culture of the agency ...”⁵ which is the foundation for Yolo County’s SIP for 2020-25. Its priorities include: 1) “decrease entries

³ Recurrence is any subsequent child welfare report of maltreatment (abuse) or neglect

⁴ Yolo County Board of Supervisors Child Welfare Workshop #2, 9.27.16, Openheim, Fabella, Webster

⁵ SIP 2020-25 page 19

into foster care and to reduce racial and ethnic disproportionality and disparity”, and 2) increasing foster and adoptive parent licensing, recruitment and retention. Strategies to address both priorities require an extensive time commitment from managers, intensive training and adoption of new practices within CWS which will be a challenge without additional resources.

This Grand Jury report is not meant to be an exhaustive review of CWS, but one focused on areas identified in the complaint and reinforced by interviews with staff and managers.

APPROACH

The Grand Jury reviewed:

- Child and Family Services Systems Improvement Plan (SIP) for 2020-25 and Updates;
- Yolo County HHS and CWS websites (personnel policies, forms and internal presentation materials);
- [UC Berkeley, Child Welfare Indicators Project](#); (8)
- 2015-16 Grand Jury report and the County’s response to recommendations;
- Minutes from the Board of Supervisors meetings and presentations from the Child Welfare Workshops (7.26.16, 9.27.16); and
- Child Welfare Services Action Plan 2016-17.

The Grand Jury interviewed:

- CWS and HHS staff members, supervisors, managers;
- Former CWS employees;
- Representatives from community partners; and
- Union representatives.

The Grand Jury also researched numerous media sources and online experts.

DISCUSSION

Staff Shortage and High Turnover Rates

A strong and experienced workforce is the backbone of CWS. But, , the Grand Jury found that Yolo County, like many counties in California, continues to experience a shortage of social workers in CWS and lacks a consistent pipeline for new hires. Validated by staff and management interviews, an urgent need to address the many work-force challenges was identified. As of April 2023, there were 24 open social worker positions, a vacancy rate over 30%. (Recruitment is on hold for one-third of the vacant positions.) Exacerbated by the COVID-19 pandemic, staffing shortages have been an [ongoing challenge](#) for Yolo County CWS dating back at least eight years. (9)

The lack of adequate staffing means that CWS social workers carry caseloads in excess of best practices. For example, social workers working in the Ongoing Unit work closely with families and children once they have been assessed and enter the system. Best practice in the program was identified by management as approximately 14 to 18 cases at any given time. In practice, interviewees noted having caseloads ranging from 20 to 35.⁶ Supervisors attempt to assist their staff by either managing some cases themselves or at least being available for advice and direction when needed. High caseloads for staff translate into high demands for supervisor time. Supervisor attention is especially critical for crisis situations, such as domestic abuse when children must be removed from their home immediately, but the social worker's supervisor may not be available because they are assisting another social worker.

High rates of social worker turnover⁷ impair CWS's ability to meet children's and family's needs. Over the past four years CWS experienced 100% employee turnover and twice that rate in the Ongoing Unit⁸. It takes at least three months until an experienced social worker new to the county is trained in its unique operation and is able to assume a caseload capably. Recent graduates require an even longer training and ramp-up period.

With high staff turnover comes [higher costs](#) (10) as resources are necessarily diverted to training new staff rather than supporting existing staff to work with clients. The burden of excessive caseloads plus the emotional demands of the social worker's role has resulted in classic signs of burnout⁹. Staff reported that this is causing social workers to leave CWS and find less-taxing positions elsewhere.

Turnover is disruptive to children and families who must form relationships with their newly assigned social worker and re-build trust. A family may be forced to build such relationships and trust with several different social workers during the course of their time with CWS, in addition to experiencing their own emotional stresses. Lack of

⁶ Internal data, HHS 12.22

⁷ Turnover rate is the percentage of employees who leave an organization during a specified time frame.

⁸ HHS Internal data and interviews

⁹ Christina Maslach PhD, "Why we're burned out and what to do about it", American Psychological Association, podcast transcript, 7/21

continuity with their social worker also means longer waits for permanency¹⁰ for the children awaiting resolution of their situation. This results in cases being open longer, thereby increasing the social workers' caseloads and chances of burnout and turnover. It is a very vicious circle.

With excessive caseloads, inadequate staffing and high turnover, social workers and support staff are challenged to deliver optimal care to Yolo County's children and their families. The results are causing physical and emotional stress for the overworked social workers. This leaves less time and energy to work with children and families, assess and implement operational improvements, attend mandatory training and professional development courses as well as less time for emotional recharging. According to the Annie E. Casey Family [Foundation](#), "High workloads have a domino effect: staff burnout and stress lead to staff attrition that can result in decreased worker-family contact and failure to meet professional standards for investigation response and completion; case plan completion and updates and service provision; as well as increased time to permanency, rates of maltreatment recurrence and the number of foster care placement and re-entries into foster care." (11)

In addition to working directly with clients, social workers spend considerable time on administrative reporting and clerical duties mandated by law. Attending court, documenting case progress, arranging for in-home services and support, searching for relatives, meeting with supervisors, and planning transportation were tasks identified by staff as taking between 25 and 40 percent of a social worker's time. These tasks need to be done, but is there a more cost-effective and less time intensive way to accomplish some of these tasks?

Staff Burnout

Poor employee morale has plagued CWS for many years.¹¹ Although many CWS staff are optimistic that the workplace environment will improve with the new leadership team, (which has begun to implement several strategies that address the low morale issues), they also reported a wide range of chronic job stressors leading to classic "burnout".¹² These include:

¹⁰ Permanency refers to a stable, long-term attachment to an adult, a crucial building block of child development, <https://www.acef.org/topics/permanence>

¹¹ Yolo County Board of Supervisors Child Welfare Workshop #2, 9.27.16, Oppenheim, Fabella, Webster

¹² Christina Maslach PhD, "Why we're burned out and what to do about it", American Psychological Association, podcast transcript, 7/21

- *Physical and emotional exhaustion from excessive client caseloads leaving them with less free time available for their own families:* In one example, the current “on-call” system, whereby social workers are to be available for urgent situations after regular work hours based on their seniority, has unintended consequences. First, being on-call, typically a minimum of once a week for a CWS social worker, means being available for 24 hours, thereby impacting their personal lives and the ability of the department to deliver a standard level of care. Second, those with more seniority typically pick the most desired shifts, which leaves the newest social workers the holiday and weekend shifts. Third, staff stated their belief that some workers simply call in “sick” to avoid working their on-call shift. This is a practice that is unfair to staff who must pick up that shift but has few, if any, consequences. Staff recognized that on-call shifts are necessary, but also recommended management consider practices that could meet the need while being more balanced for all. Management is working to address this problem.
- *An ongoing history of conflict between leadership and frontline social workers who felt their concerns went unheard and their ideas unappreciated:* Staff voiced examples of unfair treatment that were not resolved.
- *Lower pay and higher workloads than colleagues in other counties, especially those within a reasonable commute distance:* While Yolo County recently made salary adjustments, several interviewees questioned whether the increase was adequate to make positions in CWS competitive.
- *The challenge of balancing regular work with emergencies:* Emergent situations require social workers to defer “regular work” and attend to the inevitable emergency. With very tight staffing, there is no capacity to manage emergencies without causing delays for existing clients.
- *Performance evaluations continue to be conducted inconsistently:* The results are delayed raises, missed opportunities to provide useful and timely feedback to acknowledge excellence as well as to improve staff performance required for promotion, and to identify underperforming or incompetent employees who are unable to meet expected performance standards. This issue was identified in the 2015-16 Grand Jury Report and, as of this report, the department is still deficient. While current leadership is attempting to meet its own policies regarding the timely completion of staff performance evaluations, it is challenged with ensuring that overworked supervisors and managers comply.
- *A history of racial insensitivity to staff of color compounded by a marked increase in outside hostility towards the CWS and staff:* Efforts are underway to remedy this internal cultural insensitivity, but leadership acknowledges creating a consistent welcoming environment will take time and commitment at all levels of CWS.

- *Strained internal relationships and poor communication, particularly among staff and supervisors from separate units, lead staff to feel unsupported by colleagues on other teams or in other CWS units:* This limits the organization's ability to optimize performance, creates a culture of mistrust, and ultimately results in ineffective service delivery.

To best serve the children and families who count on them, staff members need to feel supported by colleagues and valued for their work. To their credit, current leadership appears aware of the morale challenges and has designed multiple interventions to correct the deficiencies. Unfortunately, the overworked staff lack the time and mental reserve to focus on activities other than direct services for children and families, leaving leaders with only partially implemented plans and no certain end-dates for completion.

Recruitment

Despite recent efforts to augment staff recruitment activities, such as visiting colleges with social work programs, resources to attract social workers to these hard-to-fill positions are inadequate. Yolo County salaries, which were recently increased, historically have been below those offered in neighboring counties. Also, the workload is greater than nearby counties, making recruitment even more difficult. Staff share workplace experiences with colleagues in other counties, so a county's reputation as a potential employer is very important.

An intensive recruitment effort is also needed with a particular focus on outreach to attract Latino and Black social workers to serve a CWS clientele that is 66%¹³ children of color.

Training

The CWS System Improvement Plan (SIP) for 2020-25 noted that "In 2019, Yolo County Child Welfare Services implemented a Practitioner Training Unit dedicated to not only provide onboarding training to a core group of social workers, but also to implement, monitor, and develop trainings and resources identified as lacking within the agency." While started in good faith, the unit created initially to support social workers new to CWS and longer-term staff soon had all staff reassigned to meet increasing workload demands.

¹³ 2022 [allegations](#) where ethnicity is known (12)

Due to understaffing, CWS is unable to allow new hires sufficient time for training or reasonable time to ramp up their caseload, although this has begun to change recently in some units.

In November 2022, the HHS Performance and Process Management Team reported on its goal to improve onboarding efforts in each branch of the agency. The team identified existing problems as: “inconsistency across branches and programs; lack of clarity around tasks that need to be completed and topics that need to be discussed; and lack of tools and resources for managers and supervisors.” It then laid out goals for standardizing policies and practices and providing sufficient resources to meet those goals. While these goals and the plan are admirable, no evaluation criteria or timeline was provided to assess how closely the initiative will come to meeting its goals. In the meantime, supervisors of units collaborating with another recently established training unit are hopeful that recent graduates, although taking longer to assume their full case-loads, will be more effective and confident in their role and more likely to stay in CWS.

In addition to insufficient resources for onboarding new staff, existing staff are required to attend ongoing training mandated by the state. The SIP and leadership’s desire to increase social workers’ knowledge of and sensitivity to cultural diversity to support clients according to their unique needs, creates more training demands. Staff and supervisors are struggling to balance those training requirements against immediate client needs and other demands. When given a choice between protecting a child’s safety or taking a required training, the training will be put on a back burner. Staff are eager for training but continue to lack sufficient time to acquire it.

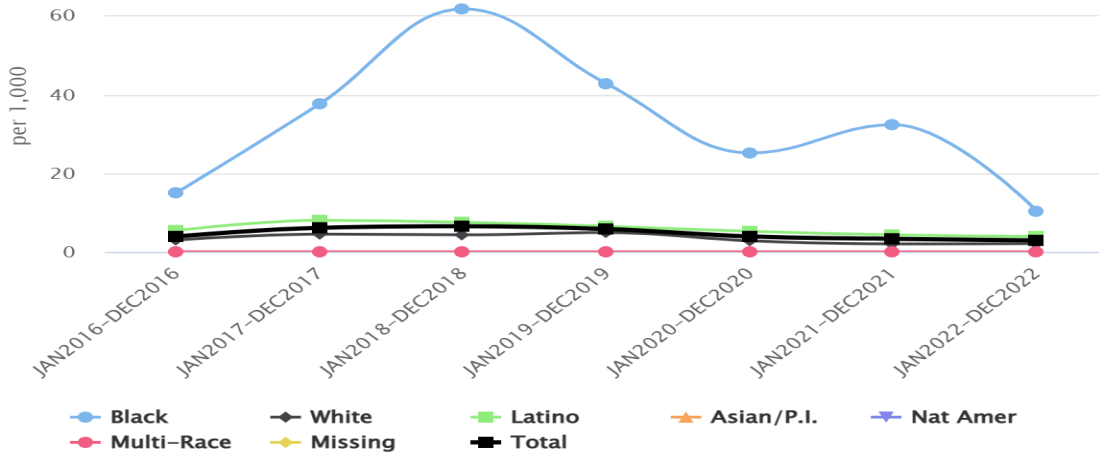
According to the Children’s Bureau, “Training is essential to the development of a skilled child welfare workforce and to achieve outcomes of safety, permanency and well-being for children and their families. It is also key to [worker retention](#).” (13) The challenge for CWS is carving out enough time for staff to participate in the training, while meeting service demands. CWS has engaged outside expertise to provide leadership support and training as well as a broad assessment of the agency structure.

Entry Into Foster Care

Although the incidence of all children in Yolo County entering foster care has declined significantly from its high in 2018, rates for Black children (which have historically been higher than other racial or ethnic groups) continue to exceed other groups. (See chart).

Children with Entries to Foster Care, Child Population (0–17), and Incidence Rates
 Incidence per 1,000 Children
 Agency Type: Child Welfare
 Selected Subset: Episode Count: All Children Entering

Yolo



Note: There are relatively few Black children (1761 in 2022) in Yolo County <https://ccwip.berkeley.edu/>
 The System Improvement Plan (SIP) for 2020-25 aims to reduce the total number of entries into foster care as well as the racial disparities by implementing an Alternate Response (AR) program, a strategy with documented results in preventing children from being removed from their homes while maintaining their safety. AR programs have also proven effective in preventing the need for future formal child welfare services involvement.¹⁴ The timeline given in the SIP, which began in December 2020, indicates the program was targeted for implementation in 2022, yet as of December 2022 the contract with an outside vendor was not signed.

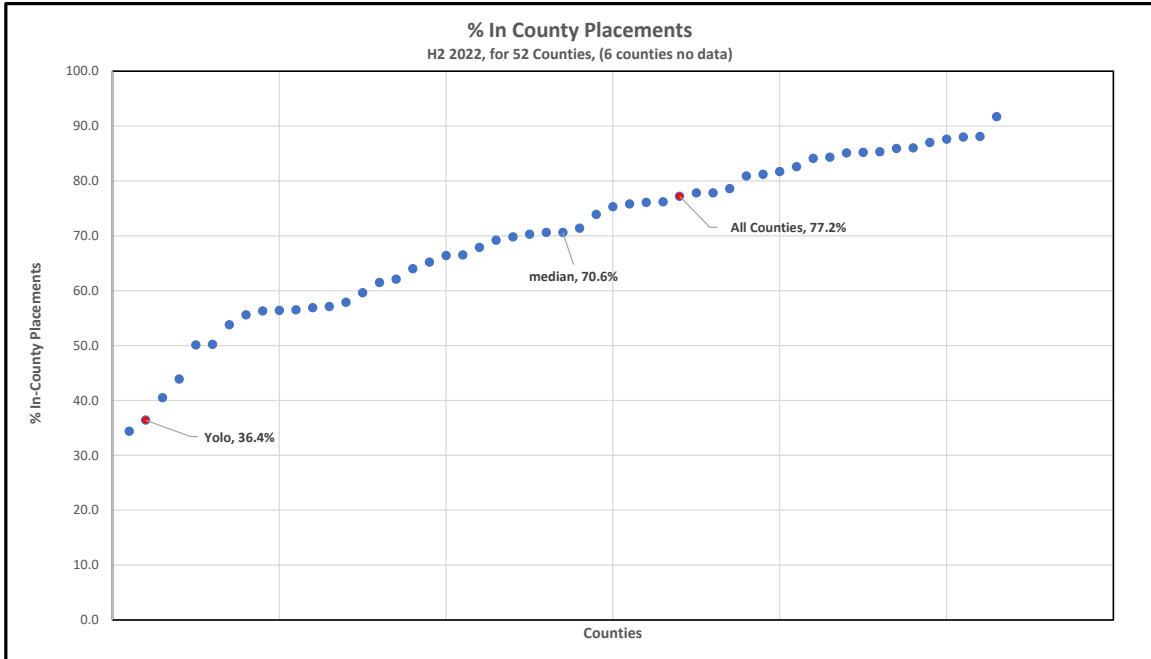
HHSA leadership indicated that implementation of an AR program continues to be a high priority. However, with the current staffing crisis and the amount of staff training required during implementation, it is unrealistic to expect CWS to meet established timeframe goals. Cultural subjectivity and ethnic bias cannot be mitigated until social workers are afforded needed training.

Foster Placement

Unfortunately, Yolo County has the second lowest proportion among California counties of children who remain in the county where they live for foster care. Just over one-third

¹⁴ SIP 2020-25, page 9

of Yolo County’s foster children are placed in the county while the average for all counties in the state is over three-quarters. (See [chart](#) below.) (14)



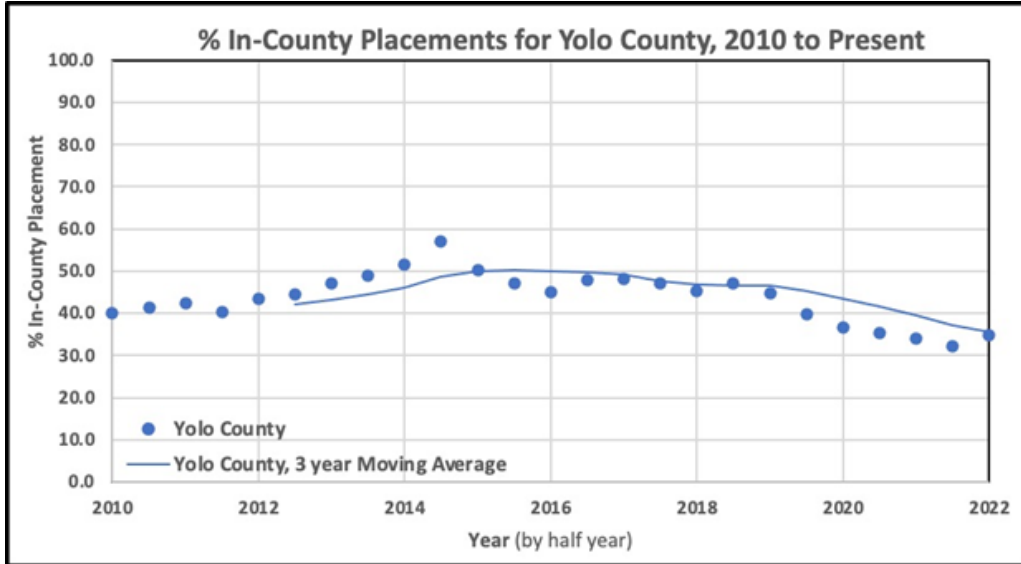
A further concern is that foster children are often placed with foster parents who do not match their race and [ethnicity](#), (15) which can affect the success of the placement.

Children, already suffering from being removed from their home, are further distressed when displaced from school, family and friends and placed in foster care that is a distance from what they recognize as “home”. Furthermore, children placed away from their home are more likely to experience multiple placements. This outcome is at odds with the CWS goal of providing placement stability and decreasing a child’s chances of spending more time in [foster care](#). (16)

CWS social workers are mandated to have regular in-person contact with children who are in care outside their home regardless of their location. Check-ins with children in distant locations place a further burden on the already overloaded social worker.

The declining number of children in foster placements within Yolo County is attributed to growth in the number of children in foster care and the lack of foster homes in Yolo

County.¹⁵ The lack of foster families in Yolo County was identified as a priority focus in the Yolo County Strategic Plan 2020-25¹⁶ as well as the Child Welfare Services SIP.¹⁷



Effective models for foster family recruitment, support and retention, all responsibilities of Child Welfare Services, are in place in other California counties. While implementing such a model is a CWS goal, this is another area where a lack of resources is preventing progress.

Resources To Support Families

According to staff, while behavioral health services appear readily available for children within HHSA, there are often insufficient resources to meet current demand for adult family members who need services, particularly residential substance abuse treatment. These delays lengthen the time to case resolution, thereby working against the agency goal of timeliness to permanency. Partner agencies, such as RISE, Inc., Empower Yolo and CommuniCare, contracted providers of behavioral health and parenting programs, lack adequate staffing resources to meet demand. When receiving these services is a condition for reunification, reunification is delayed and cases remain open longer. Also, for low and moderate risk families where there are safety concerns that do not rise to the level of court intervention, services are often needed to prevent escalation.

¹⁵ See Appendix C for greater detail

¹⁶ Yolo County Strategic Plan, “Thriving Residents: Children”, 2020-25

¹⁷ SIP 2020-25

COMMENDATIONS

Child Welfare Services staff and management are experienced, compassionate and dedicated to the welfare of the children and families they serve. The new leadership team, with a resolute focus on leading Child Welfare Services to a better place, has sound plans to address the workplace environment issues and better serve children and families of all races and ethnicities and particularly those from vulnerable communities. They have earned the respect of employees who are hopeful that the work environment will continue to improve.

FINDINGS

- F-1 Child Welfare Services is facing an acute shortage of social workers, hampering the delivery of needed services to Yolo County's children and families. This is an ongoing problem dating back at least eight years.
- F-2 Child Welfare Services lacks sufficient staffing to allow for quality training and reasonable caseloads.
- F-3 The excessive staff turnover at all levels of Child Welfare Services, compounded by employee burnout, perpetuates the staffing crisis and negatively impacts children and families.
- F-4 Employee morale, though improving, continues to be wanting, compromising recruitment and retention.
- F-5 Despite the critical need for additional social workers, professional resources dedicated to recruitment are lacking.
- F-6 Black children in Yolo County have a continuing history of entering foster care at higher rates than other ethnic and racial groups, which is potentially avoidable.
- F-7 Yolo County has a long-term, crucial shortage of foster families, especially for Black and Latino children. As a result, children are placed out-of-county, disrupting their school and community relationships and making family visitation more difficult. Additionally, out-of-county placements are more time consuming for social workers, adding to their already over-burdened workload.
- F-8 Community resources for child abuse prevention and intervention services essential to family preservation are inadequate, especially for a racially and culturally diverse client base.

RECOMMENDATIONS

The Yolo County Grand Jury recommends the following:

- R-1 Yolo County Health and Social Services Agency should develop a plan by December 31, 2023, to provide CWS a rapid infusion of temporary or permanent professional staff to reduce caseload to within 80% of best practice as defined by CWS leadership.
- R-2 Yolo County Health and Human Services Agency should identify and adopt administrative support tools, such as dictation and outside transcription services, and add clerical staff to reduce workload on social workers by December 31, 2023.
- R-3 Yolo County Board of Supervisors should, subject to collective bargaining, adopt a compensation and benefit structure for all social worker classifications that is competitive in the regional market by July 1, 2024.
- R-4 Yolo County Health and Human Services Agency should establish a fully operational Practitioner Training Unit within Child Welfare Services by July 1, 2024.
- R-5 Yolo County Health and Human Services Agency should initiate implementation of the Alternate Response Program by December 31, 2023.
- R-6 Yolo County Health and Human Services Agency should contract with an outside expert in recruitment, retention and support of culturally diverse foster families by December 31, 2023, to assist with increasing the proportion of in-county foster placements.

REQUIRED RESPONSES

Pursuant to Penal Code section 933 and 933.05, the Grand Jury requests responses to its Findings and Recommendations as follows:

Yolo County Health and Social Services Agency: F-1 through F-8 and R-1 through R-6

Yolo County Board of Supervisors: F-1, F-5, F-6, F-7, F-8 and R-3

Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury.
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ENDNOTES

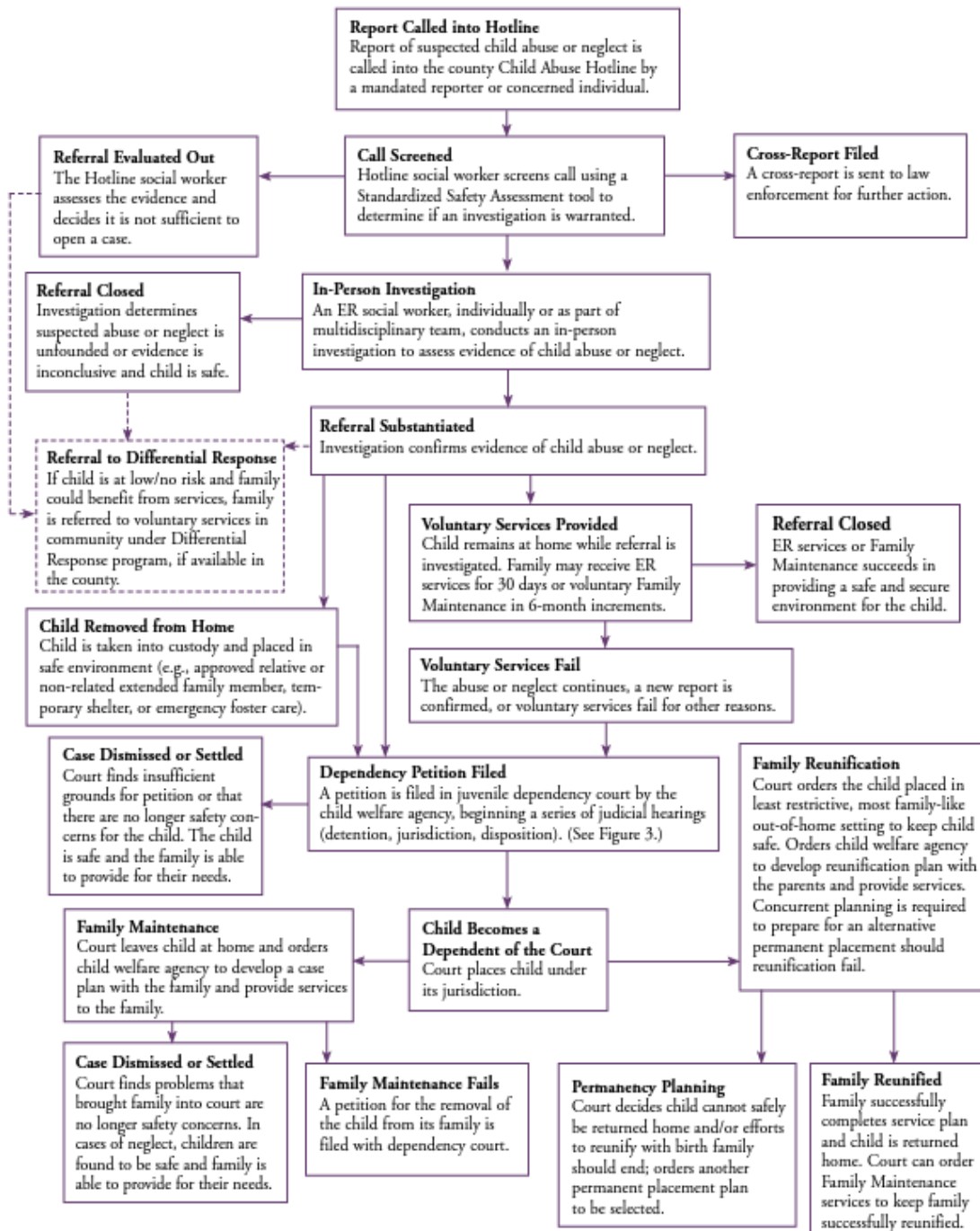
1. Yolo County Strategic Plan, Vision Statement, excerpt: <https://www.yolocounty.org/about-us/mission-values-strategic-plan>
2. Yolo County Child Welfare Services Vision Statement, excerpt: <https://www.yolocounty.org/government/general-government-departments/health-human-services/children-youth/child-welfare-services-cws#:~:text=Yolo%20County%20Child%20Welfare%20Services%20strengthens%20the%20safety%2C,children%20who%20need%20protection%20from%20abuse%20and%20neglect>
3. increases training cost: <https://www.aecf.org/blog/new-desk-guide-for-child-welfare-leaders-provides-improvement-roadmap-for-c/>
4. CWS: <https://www.yolocounty.org/government/general-government-departments/health-human-services/children-youth/child-welfare-services-cws#:~:text=Yolo%20County%20Child%20Welfare%20Services%20strengthens%20the%20safety%2C,children%20who%20need%20protection%20from%20abuse%20and%20neglect>
5. HHS: <https://www.yolocounty.org/government/general-government-departments/health-human-services>
6. Lauren King, “Yolo County Supervisors prioritize child welfare”, Daily Democrat, 11/10/16: <https://www.dailydemocrat.com/2016/11/10/yolo-county-supervisors-prioritize-child-welfare/>
7. Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from UC Berkeley California Child Welfare Indicators Project website. <https://ccwip.berkeley.edu/>
8. <https://ccwip.berkeley.edu/childwelfare/reports/S2/MTSG/r/Fed/s>
9. UC Berkeley, Child Welfare Indicators Project: <https://ccwip.berkeley.edu/>
10. Lauren King, “Yolo County Supervisors prioritize child welfare”, Daily Democrat, 11/10/16: <https://www.dailydemocrat.com/2016/11/10/yolo-county-supervisors-prioritize-child-welfare/>
11. Annie E. Casey Foundation “Every time a case worker leaves the cost to the child welfare agency is 30% to 200% of the existing employee’s annual salary”, 12.29.17, <https://www.aecf.org/>
12. Annie E. Casey Foundation, <https://www.aecf.org/>
13. Allegations: <https://ccwip.berkeley.edu/childwelfare/reports/Allegation/MTSG/r/ab636/s>
14. Worker Retention, <https://www.childwelfare.gov/topics/management/training/>
15. Yolo County Retention: <https://ccwip.berkeley.edu/childwelfare/static/PlacementGrids/r/fcp/s>
16. Jordan Silva-Benham, Racial disparities seen in Yolo’s foster care system, Daily Democrat, February 16, 2021; <https://www.dailydemocrat.com/2021/02/16/racial-disparities-seen-in-yolos-foster-care-system/>
17. Casey.org, Strategy Brief Strong Families, “How Can We Improve Stability for Children in Foster Care”, https://www.casey.org/media/SF_Strategies-to-improve-placement-stability-1.pdf

APPENDIX A

Going Through the Child Welfare System

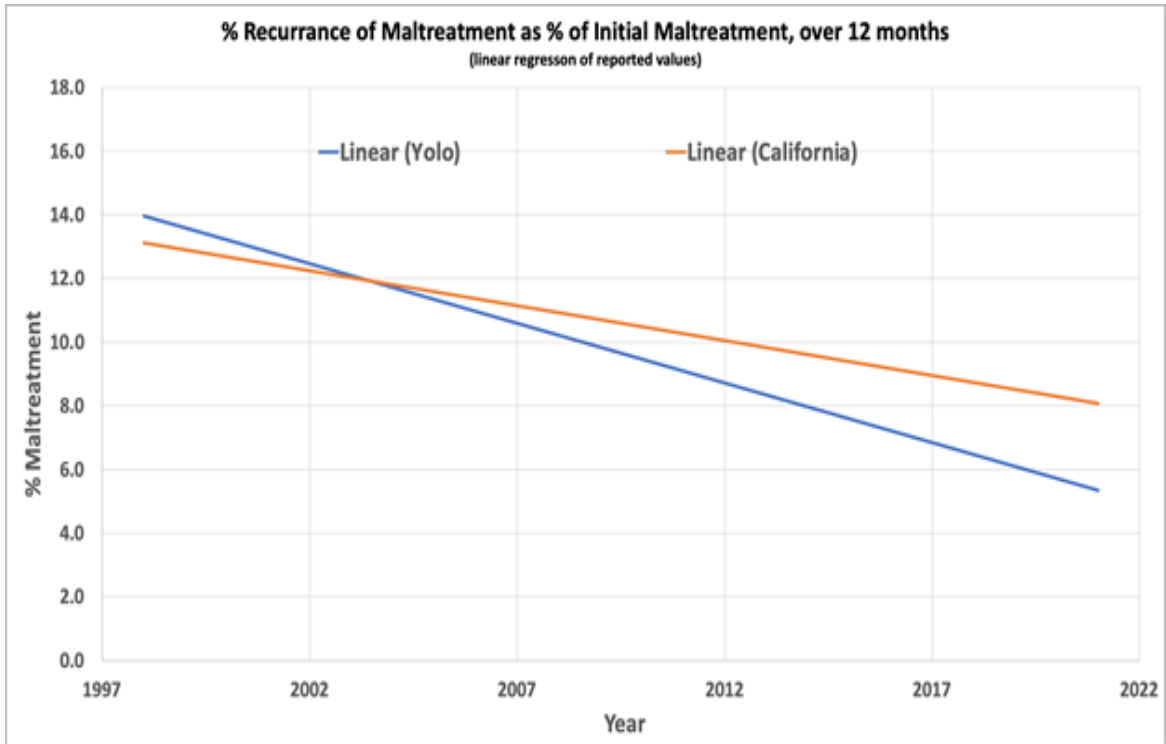
<https://theacademy.sdsu.edu/wp-content/uploads/2015/01/understanding-cws.pdf> (Page 10)

Going Through the Child Welfare System



APPENDIX B

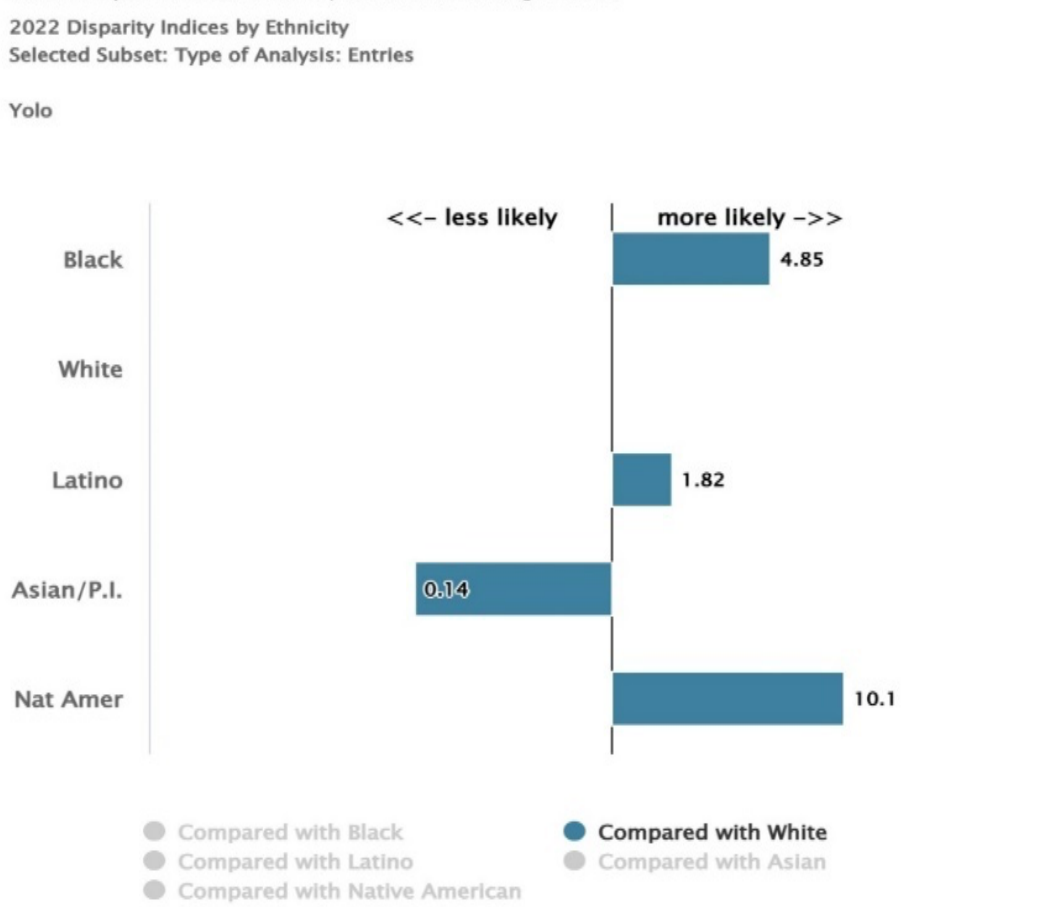
Rates of recurrence of maltreatment has been declining steadily:



Source: <https://ccwip.berkeley.edu/childwelfare/reports/S2/MTSG/r/Fed/s>

APPENDIX C

This chart shows that Black children are almost five times more likely to enter foster care than white children. Latino children are 82% more likely to enter care compared with their white counterparts. Note: Data for Native Americans is masked due to very small numbers and therefore unusable.



NOTE ON INTERPRETATION-- The Disparity Index (DI) can in be interpreted in the following ways:
 A DI of 1.00 means that the risk of the event is identical in two groups.
 A DI that is less than 1.00 means that the risk is lower in the selected group versus a comparison.
 For example, a DI of 0.30 indicates that the risk of the outcome is reduced to 30% for the selected group versus the comparison. A DI of 0.30 may also be interpreted as indicating that the risk is reduced by 70% for the selected group versus the comparison, and stated in a way the expresses the difference. For example, a DI of 0.30 indicates that the selected group is 70% less likely than the comparison group to experience the outcome.
 A DI that is greater than 1.00 means that the risk is greater in the selected group versus a comparison.

When the DI is greater than 1.00 but less than 2.00, the index may be interpreted as indicating the greater likelihood as a percentage. For example, a DI of 1.34 indicates that the selected group is 34% more likely than the comparison group to experience the outcome.
 When the DI is greater than 2.00, the index should be interpreted as indicating how many times as likely the selected group is to experience the outcome. For example, a DI of 2.34 indicates that the selected group is more than two times likely to experience the outcome than the comparison group.

<https://ccwip.berkeley.edu/childwelfare/reports/EntryRates/MTSG/r/rts/s>