



CHILD SAFETY FORWARD SACRAMENTO

U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime on behalf of Child Safety Forward Sacramento.



Child Abuse Prevention Council
of Sacramento, Inc.



Helping People Build Better Communities



Contents

CONTENTS	1
GLOSSARY OF TERMS	3
ABOUT U.S. DEPARTMENT OF JUSTICE, OFFICE OF JUSTICE PROGRAMS, OFFICE FOR VICTIMS OF CRIME	4
ACKNOWLEDGMENTS	5
EXECUTIVE SUMMARY	7
BACKGROUND INFORMATION	10
Children and Families in Sacramento County.....	10
Child Abuse Prevention in Sacramento County	11
CHILD SAFETY FORWARD INITIATIVE: PLANNING PHASE	13
LESSON LEARNED: CREATE AN OPERATIONAL STRUCTURE FOR COLLECTIVE RESPONSIBILITY	14
LESSON LEARNED: CENTER COMMUNITY VOICE FOR SHARED POWER	15
LESSON LEARNED: LEVERAGE COUNTYWIDE COLLABORATIVE EFFORTS FOR SHARED RESOURCES	18
LESSON LEARNED: INVOLVE AN EVALUATOR AS A NEUTRAL TECHNICAL ASSISTANCE PARTNER	20
LOOKING AHEAD: CHILD SAFETY FORWARD SACRAMENTO SUSTAINABILITY	22
CHILD SAFETY FORWARD SACRAMENTO PRODUCTS	24
Press Releases and Presentations.....	24
Governance and Structure	25
Needs Assessment and Data Collection	26
Implementation	27
LIST OF ATTACHMENTS (HYPERLINKED)	31

Child Safety Forward Initiative

Reducing Child Fatalities and Recurring Serious Injuries Caused by Crime Victimization

This is the final report to the U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime on behalf of Child Safety Forward Sacramento.

Glossary of Terms

ASR – Applied Survey Research

CAPC – Child Abuse Prevention Council of Sacramento

CDRT – Sacramento County Child Death Review Team

DOJ – U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime

MDT – Multi-Disciplinary Team

[Click here to view a full list of key terms used by Child Safety Forward Sacramento.](#)

About

U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime

The U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime (DOJ) funded five demonstration initiative sites, from 2019-2023, to develop robust, data-driven, community-oriented, multidisciplinary strategies and responses to address fatalities or near-death injuries as a result of child abuse or neglect through a collaborative, community-based effort. The initiative furthers the DOJ's mission by developing models for coordinated responses to effectively identify and reduce child injuries and fatalities, as a result of crime victimization, through the use of collaborative partnerships.

The Child Abuse Prevention Council of Sacramento (CAPC) was one of the five demonstration sites in the nation chosen for this grant. The other sites include: Indiana State Department of Health, St. Francis Hospital in Hartford, Connecticut; Cook County Health in Illinois; and the Michigan Department of Health and Human Services. Within Our Reach, an office at Social Current that is supported by Casey Family Programs, served as the national technical assistance provider to the five demonstration sites.



Disclaimer: This document was produced by the Child Safety Forward Project under 2019-V3-GX-K002, awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this document are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Acknowledgments

We would like to express our heartfelt gratitude and appreciation to all who contributed to this work. Their support, commitment, and contribution are invaluable.

We extend our sincerest thanks to **Stacy Phillips from the U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime** for their steadfast support throughout this project. Their belief in our vision and mission has been instrumental in driving our success.

We are deeply grateful to the dedicated **consultants from Social Current**, including Amy Templeman, Romero Davis, and Jennifer Jones. Their expertise, guidance, and unwavering commitment to excellence have been crucial in shaping the outcomes of our efforts.

We would like to express our gratitude for the additional technical assistance providers, including but not limited to, **Laura Pinsoneault of Evaluation Plus, Dana Blackwell of Casey Family Programs, Jennifer Devlin of Jennifer Devlin Consulting, Meryl Levine and Kara Georgi of the Children's Trust Fund Alliance, Michael Cull of the Center for Innovation in Population Health, and Jennifer Splansky Juster of the FSG Collective Impact Forum.** Their partnership, knowledge, skill, and support has been unparalleled.

We also would like to thank our technical assistance partners **Strategies Technical Assistance** and the **California Department of Social Services, Office of Child Abuse Prevention** for the opportunity to attend the 2019 Summit that led to the launch of the Sacramento County Prevention Cabinet.

Our sincere appreciation goes to all the **members of the Sacramento County Prevention Cabinet.** Your continuous commitment, patience, and collaborative spirit have been integral to the successful realization of Child Safety Forward Sacramento goals. We are grateful for your dedication and tireless efforts throughout the process.

We extend our heartfelt thanks to the **Community Representatives** who generously shared their time, insights, and perspectives. Your valuable contributions have ensured that our work remains grounded in the needs and aspirations of the communities we serve.

We would like to extend special thanks to our partners with the **Sacramento County Department of Child, Family and Adult Services** and **First 5 Sacramento** who provided leadership support throughout this endeavor. Your guidance, strategic input, and shared vision have been vital in shaping our approach and ensuring the sustainability of our efforts.

We would like to extend our heartfelt appreciation to Jasmine Brosnan, Evaluation Program Manager **at the Child Abuse Prevention Council of Sacramento (CAPC)**, for their valued assistance in managing administrative tasks and ensuring the smooth functioning of our collaborative, keeping us on track and organized. Their diligence, attention to detail, and commitment have been instrumental in our success.

We are deeply grateful to **Elizabeth Mower (Martinez), project manager at Applied Survey Research**, who provided external evaluation support. Their expertise, rigorous analysis, and valuable recommendations have significantly enhanced the quality and rigor of this work.

We would like to express our gratitude to other Sacramento County collaboratives such as **Family First Sacramento** and **Sacramento's Child, Youth and Family System of Care** who have partnered with us to integrate cross-systems efforts. Your willingness to share knowledge, resources, and best practices has been instrumental in fostering a culture of collaboration and achieving collective impact.

Your contributions have been invaluable, and we look forward to continuing this journey together, making a lasting difference in our communities.

Executive Summary

The U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime (DOJ) funded five demonstration initiative sites to develop robust, data-driven, community-oriented, multidisciplinary strategies and responses to address fatalities or near-death injuries as a result of child abuse or neglect through a collaborative, community-based effort. The initiative furthers the DOJ's mission by developing models for coordinated responses to effectively identify and reduce child injuries and fatalities, as a result of crime victimization, through the use of collaborative partnerships.

The Child Abuse Prevention Council of Sacramento (CAPC), and thereby the Sacramento County Prevention Cabinet (Prevention Cabinet), was one of five demonstration sites selected. Systems partners across Sacramento County shared a sincere acknowledgement that child safety was not solely a “child welfare issue,” and recognized the need for all child- and family-serving agencies and organizations to partner together. While collaboration across systems in Sacramento County was already strong, the initiative furthered a sense of shared responsibility and accountability for child safety to fully implement a public health approach to prevent child maltreatment through systems change.

Understanding the characteristics of children and families in Sacramento County is important for implementing relevant and specific strategies to support families to meet their basic needs and thrive. The external evaluation partner supported the Prevention Cabinet in conducting a thorough needs assessment to better understand the risk factors among families who were involved in child abuse and neglect fatalities and near-fatalities in the 10 years prior to the initiative. The findings revealed the need to identify and implement prevention activities that are responsive to families with children birth to five years of age, support families who have experienced trauma, and prioritize services for Black/African American families.

CHILD SAFETY FORWARD SACRAMENTO

Vision

Sacramento County will eliminate child abuse and neglect deaths and critical injuries by 2030.

Mission

All Sacramento County Systems will be integral parts of a multidisciplinary system of care to provide support for families.

Positive Change Statement

Sacramento County's children, youth and families are safe, healthy, and able to thrive at home, in school, and in their communities through the county's commitment to valuing and supporting the needs of our diverse population.

Foundational Values

Diversity, equity, and inclusion

Parent, youth, and community voice

Collective responsibility and accountability

Health and well-being are critical. Be mindful of your self-care by prioritizing your mental, emotional, and physical health and well-being.

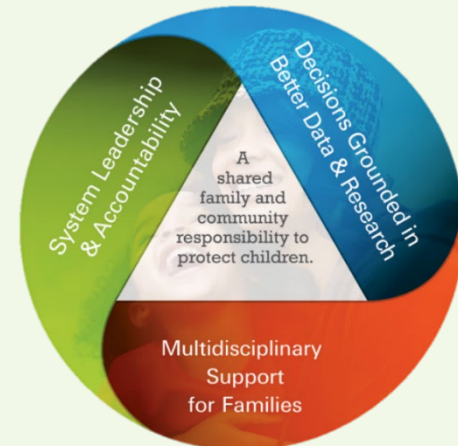
The well-being of children and families is the responsibility of everyone, and not the individual responsibility of any one system/agency.

This initiative has supported the Prevention Cabinet to plan and implement a cross-systems strategic plan that incorporates the principles of the public health approach and the core components of the 21st-century child welfare system, as identified in *Within Our Reach: A National Strategy to Eliminate Child Abuse and Neglect Fatalities*.¹ The approach emphasizes system leadership and accountability, multidisciplinary support for families, decision-making grounded in better data and research, and a shared responsibility to promote family safety. The Prevention Cabinet adopted the title “*Child Safety Forward Sacramento*” to promote the strategic plan locally.

The planning phase of the Child Safety Forward initiative included peer-to-peer learning and support from subject-matter experts to launch a framework to produce a theory of change, an implementation plan, an evaluation plan, and a sustainability plan.

Core Components of the 21st Century Child Welfare System

This initiative helped the Prevention Cabinet to implement a public health strategy based on the three core components.



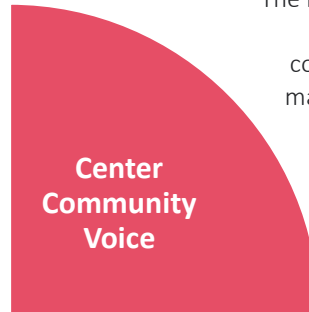
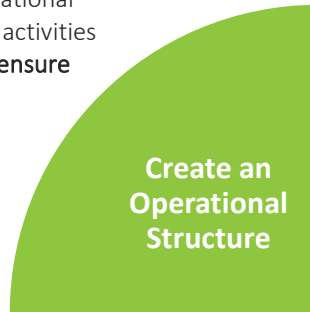
During the planning phase of *Child Safety Forward Sacramento*, the Prevention Cabinet identified four lessons as essential components for a public health 21st century child welfare system approach to promote family safety. As we continue our collaborative journey, we will remain committed to these principles, knowing that they are instrumental in creating lasting, positive change for children and families in Sacramento County.

- 1) **Create an operational structure to prioritize and facilitate planning and implementation.** The Prevention Cabinet established subcommittees to prioritize and assign activities to ensure collective responsibility and sustainability.
- 2) **Center community voice to create shared power.** The Prevention Cabinet intentionally slowed down the planning process to center community voice by developing and implementing a process for recruiting and onboarding Community Representatives. The intent was to establish shared power and ensured that the plan was responsive to community needs.
- 3) **Leverage and integrate countywide collaborative efforts to reduce duplication of efforts.** The Prevention Cabinet expanded its reach into other systems and existing collaboratives to broaden the capacity for systems change. This also increased the capacity to pool resources across systems, agencies, and organizations to coordinate efforts effectively.
- 4) **Involve an external evaluator as a neutral technical assistance partner.** The Prevention Cabinet partnered with an external evaluator to gain technical assistance in decision making and strategic planning from a neutral party. The external evaluator helped to uphold the best interests of the initiative over any specific agency or organization.

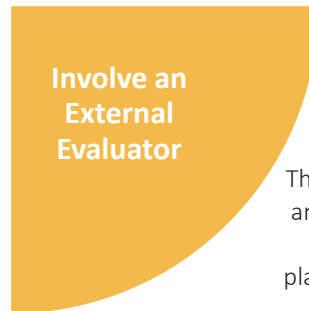
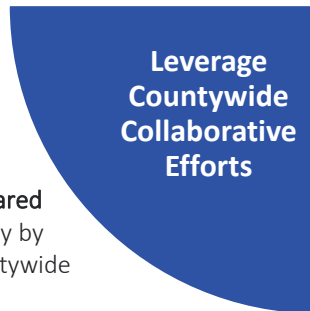
¹ Commission to Eliminate Child Abuse and Neglect Fatalities. (2016). *Within our reach: A national strategy to eliminate child abuse and neglect fatalities*. <https://www.acf.hhs.gov/cb/report/within-our-reach-national-strategy-eliminate-child-abuse-and-neglect-fatalities>

Child Safety Forward Sacramento Lessons Learned

The Prevention Cabinet created operational subcommittees to prioritize and assign activities for planning and implementation to **ensure collective responsibility**.



The Prevention Cabinet recognized the need to meaningfully involve community members in decision-making to **establish shared power**.



The Prevention Cabinet created **shared resources** and ensured sustainability by integrating and leveraging other countywide collaborative efforts.



The Prevention Cabinet partnered with an external evaluator to **support data-driven decision-making**, strategic planning, and evaluation from a neutral position.



Background Information

CHILDREN AND FAMILIES IN SACRAMENTO COUNTY

Sacramento County represents a diverse community and seeks opportunities to provide culturally responsive and appropriate support services.

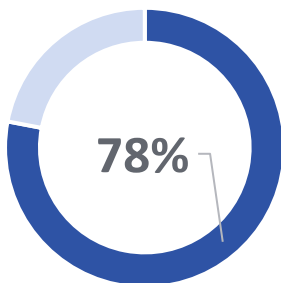
Understanding the characteristics of children and families in Sacramento County is important for implementing relevant and specific strategies to support families to meet their basic needs and thrive. In 2020, Sacramento County became the third most diverse county in California, moving up from seventh in 2010.² Knowing the race/ethnicity of the child and youth population can help prepare systems and community organizations to better serve families in a culturally responsive manner.

The external evaluation partner supported the Prevention Cabinet in conducting a thorough needs assessment to better understand the risk factors among families who were involved in child abuse and neglect fatalities and near-fatalities in the 10 years prior to the initiative. The findings revealed the need to identify and implement prevention activities that are responsive to families with children birth to five years of age, support families who have experienced trauma, and prioritize services for Black/African American families.

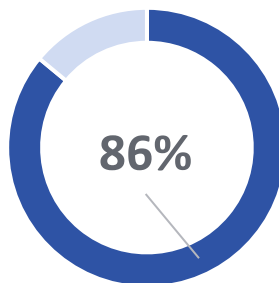
Research shows that, **by taking a public health approach to prevent child maltreatment, that is centered around meeting the basic needs of families, we can reduce abuse and neglect fatalities and help families avoid and/or limit interaction with the child welfare system.** Furthermore, families thrive when they have a supportive community for their children to grow.

Data that Compels Us

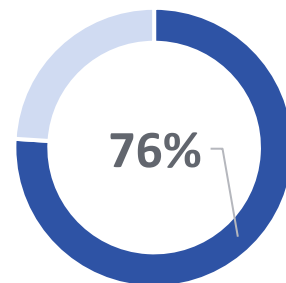
130 children were victims of a child abuse and neglect death or critical injury in the ten years prior to Child Safety Forward Sacramento (2009-2018).



of victims were **ages birth to five**, of which **30% were less than one year of age**.



of perpetrators were **biological parents** acting together or alone.



had a history of **child welfare involvement**.

² U.S. Census. <https://www.census.gov/library/visualizations/interactive/race-and-ethnicity-in-the-united-state-2010-and-2020-census.htm>

CHILD ABUSE PREVENTION IN SACRAMENTO COUNTY

Sacramento County has a dedicated Child Death Review Team, which annually conducted a fatality review to identify recommendations and create a coordinated response to increase child safety.

The Child Abuse Prevention Council of Sacramento (CAPC) sponsors the Sacramento County Child Death Review Team (CDRT) which reviews the death of every child in Sacramento County. The primary function of the Sacramento County CDRT is to identify how and why children die, to facilitate the creation and implementation of strategies to prevent future child deaths. Our CDRT has a 33-year history that: 1) reviews all child deaths 0-17 years of age; 2) reports findings and recommendations to the Board of Supervisors; 3) has been coordinated by CAPC since its inception in 1989; and 4) serves as a model for other California counties and has been included in national studies highlighting CDRT best practices.

Sacramento County's longstanding fatality review processes are exemplary and have been the catalyst for child abuse prevention programs such as Birth & Beyond Family Resource Centers, Safe Sleep Baby, and the Black Child Legacy Campaign.

Recommendations from the Sacramento County Child Death Review Team Annual Report 2015 resulted in the formation of the Sacramento County Prevention Cabinet.

When developing the Sacramento County CDRT *Annual Report 2015*, Sacramento County acted upon a priority recommendation from *Within Our Reach* to conduct a retrospective review of child maltreatment fatalities and make recommendations for prevention.³ Sacramento County's CDRT Annual Report 2015 included a recommendation to convene a diverse multidisciplinary team (MDT) to examine, in detail, fatalities over the past 12-year period, citing *Within Our Reach* findings that using such data can prevent future deaths.

The purpose of the MDT, as recommended by the CDRT, was to: **(1) identify trends, risk factors, and patterns** across the cases and categorize opportunities to identify and intervene in intergenerational cycles of violence, and **(2) develop a set of evidence-based recommendations** for a comprehensive countywide strategy to improve policy, systems, and services to end child maltreatment fatalities.

³ Commission to Eliminate Child Abuse and Neglect Fatalities. (2016). *Within Our Reach: A National Strategy to Eliminate Child Abuse and Neglect Fatalities*. <https://www.acf.hhs.gov/cb/report/within-our-reach-national-strategy-eliminate-child-abuse-and-neglect-fatalities>

The MDT was coordinated by the CAPC. The recommendation included expectations for involving representatives from CDRT, policy leaders, county agency directors, hospital systems, nonprofit organization stakeholders, First 5 Sacramento, Birth & Beyond Family Resource Centers, Reduction of African American Deaths Steering Committee, and Child Protective System Oversight Committee. The formation of the Prevention Cabinet would ensure that a single, collaborative team of leaders with broad representation and authority from public/private agencies and child abuse prevention initiatives lead this effort.

In January 2019, 10 cross-systems leaders attended a Summit hosted by the California Department of Social Services Office of Child Abuse Prevention, the County Welfare Directors Association, and Strategies 2.0. This group of 10 Sacramento County multidisciplinary leaders that came together to attend the Summit formed the Board of Supervisors-approved MDT and became known as the Sacramento County Prevention Cabinet. The Prevention Cabinet consists of multidisciplinary, public/private, authoritative leadership and is co-led by the CAPC and the Department of Child, Family and Adult Services.

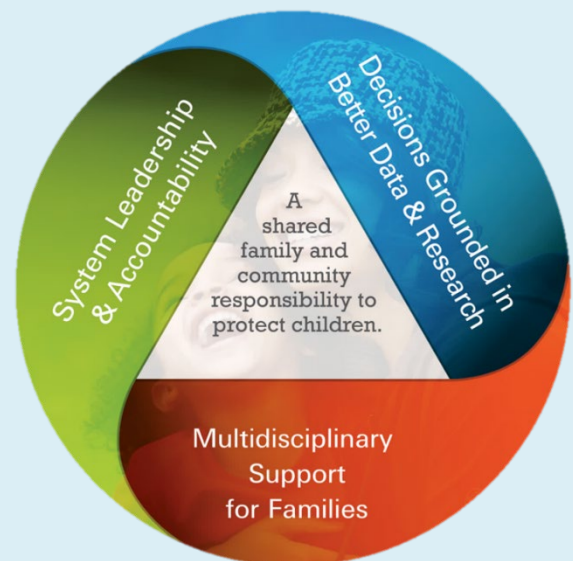
While the Prevention Cabinet was comprised of key players, it lacked the resources and technical support to navigate next steps for prevention planning. **The Child Safety Forward initiative supported the Prevention Cabinet to develop a public health approach to become a more robust collaborative.**

The Summit that Inspired Us

As the CAPC was assembling the MDT, Sacramento County was selected by the California Department of Social Services Office of Child Abuse Prevention, the County Welfare Directors Association, and Strategies 2.0. to participate in a statewide summit. The summit included national experts presenting frameworks for child abuse prevention strategies and facilitated individual county team discussions to set goals, review data, develop an action plan, and schedule follow-up meetings to further the work. Sacramento County was represented by attendees from Child Welfare, Public Health, First 5, CAPC, schools, hospitals, law enforcement, economic development, and Birth & Beyond Family Resource Centers.

This group of 10 multidisciplinary leaders that came together to attend the Summit formed the Board of Supervisors-approved MDT, known as the Sacramento County Prevention Cabinet.

The summit invigorated the original Prevention Cabinet members with shared passion about the vision, frameworks, and priorities.



Child Safety Forward Initiative: Planning Phase

The Child Safety Forward initiative, with the Office for Victims of Crime, supported Sacramento County to plan and implement a cross-systems strategic plan using a public health approach.

The U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime funded a demonstration initiative to develop multidisciplinary strategies and responses to address fatalities or near-death injuries due to child abuse and neglect. In October 2019, the Child Abuse Prevention Council of Sacramento (CAPC) was selected as one of five demonstration sites in the nation approved for this grant. The challenges within the Prevention Cabinet at the time the proposal was submitted mirrored those identified by the Commission to Eliminate Child Abuse and Neglect Fatalities, as outlined in its final report: **1) limited data analysis** from fatalities/near-fatalities on systems and risk/protective factors to learn in what circumstances children had died, and what may prevent future deaths; **2) insufficient/inadequate coordination** of policies/practices across multidisciplinary systems serving our most vulnerable children; **3) lack of authoritative leadership** to enact systems changes; and **4) limited coordination of child abuse prevention initiatives**.

The Child Safety Forward initiative has afforded Sacramento County the opportunity to participate in peer-to-peer learning and connect with subject-matter experts to support planning and implementation of a cross-systems strategic plan using a public health 21st century child welfare system approach. The Planning Phase of the Child Safety Forward initiative supported the Prevention Cabinet in identifying a framework to produce a theory of change, an implementation plan, an evaluation plan, and a sustainability plan. These components will be continuously reviewed and modified based on the changing landscape of needs and priorities in the county. **During the planning phase of Child Safety Forward Sacramento, the Prevention Cabinet identified four lessons as essential components for a public health 21st century child welfare system approach to promote family safety.** As we continue our collaborative journey, we will remain committed to these principles, knowing that they are instrumental in creating lasting, positive change for children and families in Sacramento County.

Foundational Values

Diversity, equity, and inclusion

Parent, youth, and community voice

Collective responsibility and accountability

Health and well-being are critical. Be mindful of your self-care by prioritizing your mental, emotional, and physical health and well-being.

The well-being of children and families is the responsibility of everyone, and not the individual responsibility of any one system/agency.

Lessons Learned in Redefining Collaboration



Lesson Learned

Create an Operational Structure for Collective Responsibility

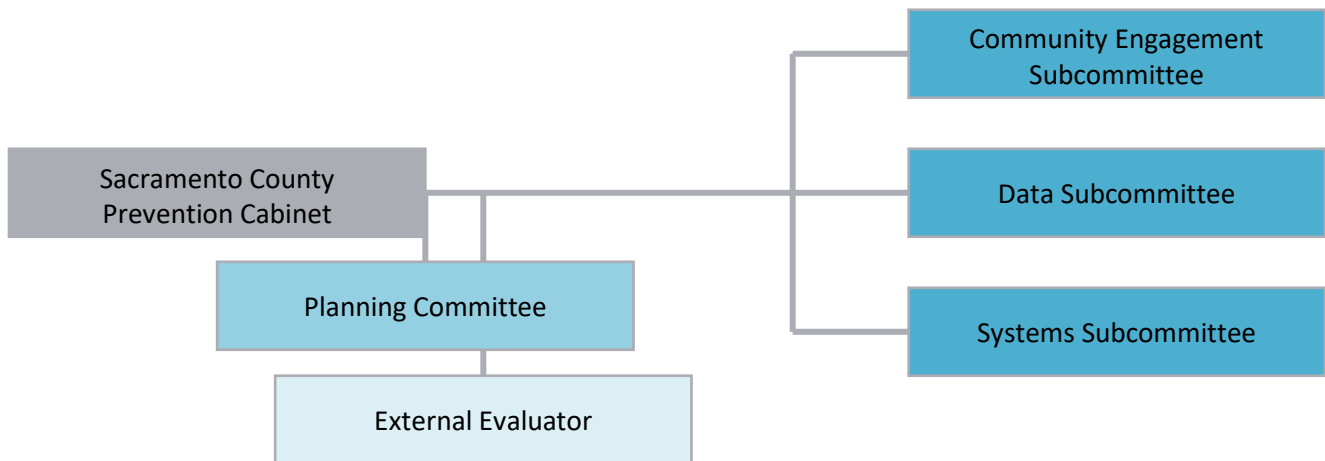


The Prevention Cabinet created operational subcommittees to prioritize and assign activities for planning and implementation to ensure collective responsibility.

Prevention Cabinet members are committed to participating in planning and implementing the strategic plan throughout the 10-year period, with the understanding that systems change requires a long-term commitment. To ensure that our efforts remain relevant and effective, we have plans to continually assess and refine our 10-year Strategic Plan. Child Safety Forward Sacramento redefined the operational structure to ensure that meetings are productive and reinforce collective responsibility.

Starting in the spring of 2021, the Prevention Cabinet operated with the support of three subcommittees including data, systems, and community engagement (see [Prevention Cabinet Protocol](#)). These subcommittees carry forward the work of the Strategic Plan to identify and implement strategies for prevention. Activities are assigned to subcommittees based on an annual discussion regarding priority efforts with consideration for the landscape of prevention efforts and priorities identified by the community. Child Safety Forward technical assistance partners provided a roadmap for working together effectively. This structure also lent itself to supporting other systems integration efforts such as the Family First Prevention Services Act and the Sacramento County Child, Youth and Family System of Care.

Operational Structure for the Child Safety Forward Sacramento Initiative



It is important to note that the Prevention Cabinet operates with CAPC as a “backbone organization,” offering instrumental support for administrative duties and tasks to complete key elements of the strategic plan. A key element of collective impact initiatives, backbone organizations offer infrastructure and facilitate collaboration among partners.⁴

⁴ Collective Impact Forum, What is Collective Impact: <https://collectiveimpactforum.org/what-is-collective-impact/>

Lesson Learned

Center Community Voice for Shared Power



The Prevention Cabinet recognized the need to meaningfully involve community members in the decision-making process to establish shared power.

We firmly believe that elevating families into relationships of equal power is instrumental for developing a strategic plan that is aligned with community needs. This initiative has allowed the Prevention Cabinet to take the necessary steps to redefine collaboration in a way that centers community voice and equity.

In the early spring of 2021, the Community Engagement Subcommittee was tasked with identifying the best approach to engage community members to gather input on the strategic plan (e.g., focus groups). The Community Engagement Subcommittee saw an opportunity to pause our plans for focus groups until community members were recruited to participate in the Prevention Cabinet meetings and co-create the approach. The Prevention Cabinet determined that engagement of community members needed to be authentic, intentional, ongoing, and the number one priority for formalizing the strategic plan. Ultimately, the Prevention Cabinet took a step back to be able to redefine the collaborative process with community members positioned to contribute to the decision-making process.

In July 2021, the Prevention Cabinet voted to include community, parent, and youth voices within the Cabinet by appointing "Community Representatives" ([see Products section](#)). Community Representatives serve as representatives of the stories, voices, and life experiences of those who have had contact with any child and family serving system/agency in Sacramento County ([see Application and Matrix](#)). Within a year, the Prevention Cabinet successfully recruited and onboarded two community members and has since added three additional community members in the early part of 2023.

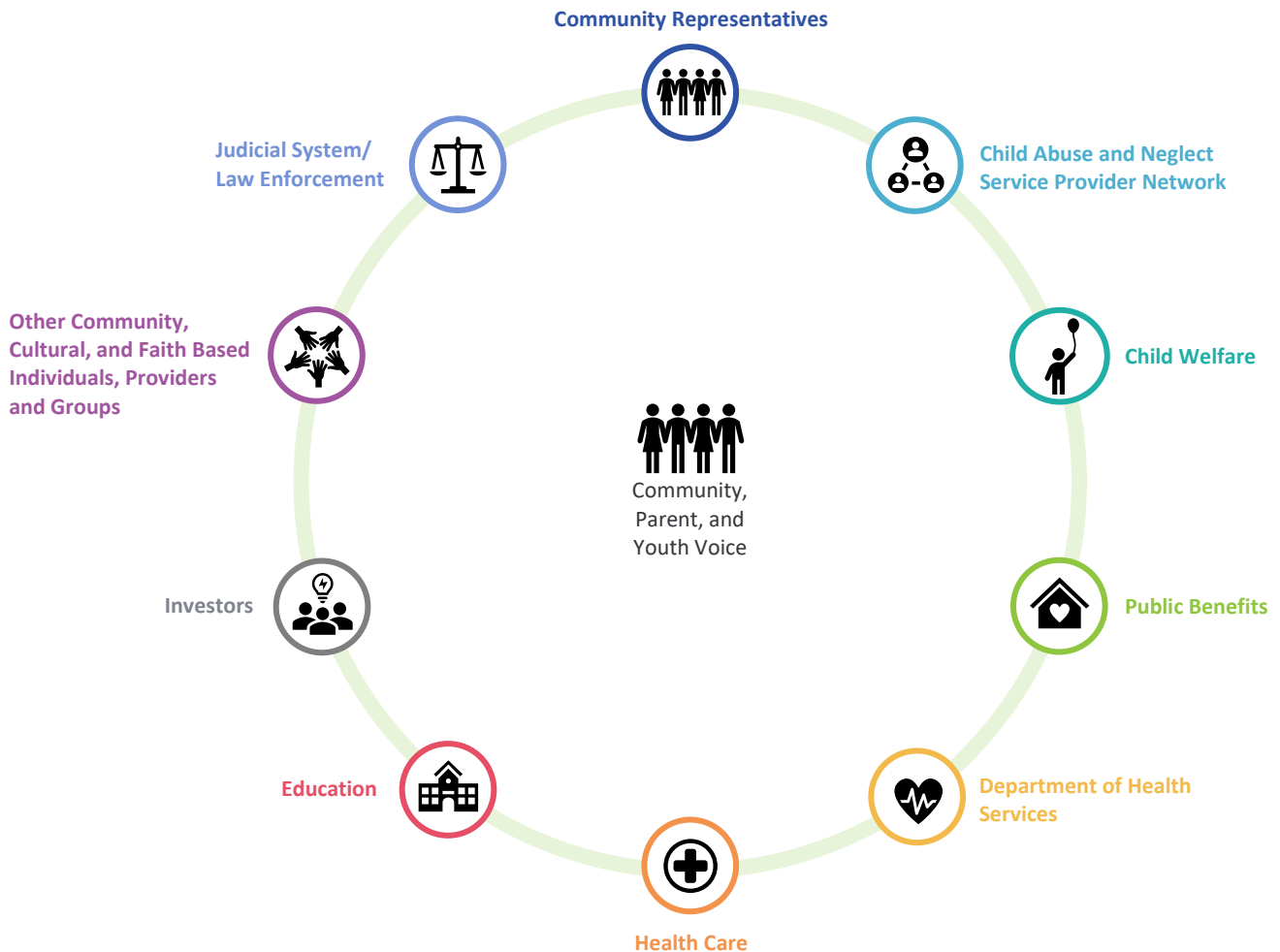
These representatives were recruited to co-create the strategic plan, inform community outreach strategies, share the perspectives of those connected to child and family-serving systems, and promote hope in the community. Community Representatives participate at the same level as other Cabinet members, receive stipends for their participation, and are paired with Prevention Cabinet Partners to enhance their learning and engagement. By pairing Community Representatives with "Partners," we establish connections to valuable resources and information, fostering shared understanding and ownership throughout the planning and implementation process ([see Products section](#)). This inclusive approach will help us create and maintain a plan that aligns with the emerging needs of the community. The Community Representatives were asked to reflect on their experiences participating in the Prevention Cabinet and offered the feedback featured here:

“This project allows my children to witness my participation and what it is like to be part of a team, civic duty, and ongoing problem solving, a life skill.”

“Being a Prevention Cabinet Member and Community Representative has provided me with the opportunity to be a part of the work that is being done to increase child safety. I love the transparency from all the different partners and the fact that I can contribute by sharing feedback and inputs. As a parent, this is empowering!”

“My experience with the Prevention Cabinet has been so fulfilling. As an engaged neighbor and citizen, the Cabinet has allowed me to witness firsthand actual professionals that are driven by purpose and not monetary influence. The various state agencies’ leaders have been super articulate in demonstrating the need for this work and provided common sense strategies in trying to solve the problem of child abuse.”

The graphic shows the array of sectors and service providers engaged with the Prevention Cabinet to work alongside community members to identify and implement strategies for success. The existing trust between systems facilitated the meaningful engagement of Community Representatives.



The needs assessment data collection framework included focus groups with community members, which were originally planned to occur in January 2021. This element of the data collection framework was intentionally delayed to maximize community voice in the planning and creation of a listening session protocol. As soon as Community Representatives were onboarded to participate in the Prevention Cabinet, these efforts resumed. Community listening sessions were successfully completed in January-May of 2023.

Child Safety Forward Sacramento held seven community listening sessions reaching 42 caregivers in the wider Sacramento area to share their insights to inform family strengthening strategies across the county. Participants offered a call to action to promote prevention and improve service delivery to empower families. The strategies and opportunities outlined by community members will be utilized to prioritize the work of the Prevention Cabinet. See the [Summary of Community Listening Sessions](#) for a complete list of recommendations.

Community Call to Action

Promote Prevention to Ensure Thriving Communities

These efforts will improve:

- ✓ **Availability and access** to preventive services and supports.
- ✓ **Quality and safety** of public spaces and prevention services.

Improve Service Delivery to Empower Families

These efforts will result in:

- ✓ **Relational-focused supports** that promote trust as a vehicle for intervention delivery
- ✓ **Family-centered services** that promote shared decision-making and is inclusive of all family members, with the goal of family stabilization
- ✓ **Trauma-informed supports** that recognize and account for all sources of trauma
- ✓ **Equitable and inclusive services** that recognize and address barriers to engagement for groups with diverse cultural and ethnic backgrounds

The Prevention Cabinet is in the process of planning its first annual community gathering to further identify what is needed to help families thrive, particularly as it relates to fostering trust in seeking help. This was a common barrier shared in the community listening sessions. There is an opportunity to bring together providers and community members to discuss how to move forward to enhance training for mandated reporters, so that they can offer more support by connecting families to essential services to avoid entry into the Child Welfare system.

“Fear is a good motivator. There needs to be somebody who’s not a mandated reporter. There needs to be a thin line in between, where families can say, ‘This is my situation’ and get options, like: ‘Okay, this needs to be fixed or start getting fixed within a certain amount of time, or these things are going to happen.’ Otherwise, there’s too much unknown.”

“I went to Kaiser, trying to get mental health support and all they did was to interrogate me. ‘Oh, we’re mandated to report. So, tell me, why you did this? Oh, and just letting you know, I’m going to report this to CPS.’ This is why I can’t talk. Because there’s no safe place, no ‘in-between’ for it. And now I went to get my medical records, and it says everything I said in some kind of a twisted way. It’s like, ‘Oh, let’s assess the mother.’ I’m like, ‘Dang! I was actually under a microscope!’”

Lesson Learned

Leverage Countywide Collaborative Efforts for Shared Resources



The Prevention Cabinet members have trusting relationships which creates shared resources and ensures sustainability by integrating and leveraging other countywide efforts.

The Prevention Cabinet seeks to expand its reach into other systems and existing collaboratives to broaden the capacity for systems change. By being inclusive, the Prevention Cabinet can gain access to resources (tangible and intangible) to sustain the work. The collaborative nature of the Prevention Cabinet is founded on trust between individuals and across systems. This high quality of relationships among Prevention Cabinet members will sustain Child Safety Forward Sacramento beyond the DOJ initiative.

“Participating on the Prevention Cabinet has helped me think more broadly about engagement efforts with partners that will result in a direct increase in services to kids and families, as well as enhancement to existing services.”

“Participating on the Child Safety Forward Sacramento Prevention Cabinet has changed the way I approach collaboration. I am better connected to my colleagues and can reach out directly now when I have questions or potential collaboration ideas.”

Child Safety Forward Sacramento’s Prevention Cabinet has become the advisory body and collaborative partner for other child safety initiatives in the county. In Sacramento County, many of the partners who sit on the Prevention Cabinet also support the work of **Family First Sacramento** (Family First Prevention Services State Block Grant) and **Sacramento County’s Child, Youth and Family System of Care** (formed in response to Assembly Bill 2083). Sacramento County Child, Youth and Family System of Care focuses on creating a robust, trauma-informed system of care for youth and families.⁵ The Family First Sacramento Comprehensive Prevention Plan encompasses a range of prevention strategies across Child Welfare, Behavioral Health, and Probation agencies. This initiative aims to address the root causes of social issues and promote positive outcomes for families and will ensure sustainability for the duration of the State Block Grant. Because the Prevention Cabinet has such a widespread reach across county agencies and organizations, the Prevention Cabinet has been selected as the governing body of the county's efforts to implement the Family First Sacramento Comprehensive Prevention Plan. By leveraging and integrating with these co-existing collaborative bodies, the Prevention Cabinet can secure resources and support for our prevention efforts, ensuring longevity.

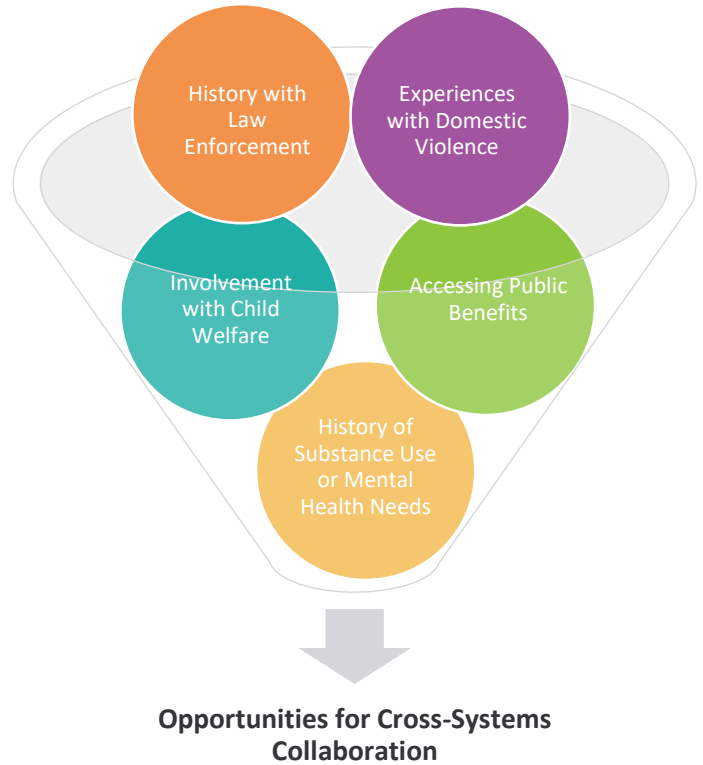
The Prevention Cabinet has leveraged partner relationships to intentionally cross-pollinate and reduce duplication and share data-for-action across co-existing collaboratives in the county.

⁵ Sacramento County’s Child, Youth and Family System of Care (CYFSOC) was established in response to Assembly Bill 2083 (AB 2083) requiring system partners in Child Welfare, Probation, Courts, Education and Behavioral Health to ensure that all children and youth in, or at risk of, foster care receive coordinated, timely, and trauma-informed services by establishing a memorandum of understanding. Alta California Regional Center, Department of Human Services, Public Health, and First 5 Sacramento also participate. The intent is to build an interagency model on behalf of children served by multiple agencies.

Through the in-depth needs assessment, opportunities for collaboration arose from analysis of the agencies/organizations that engaged families with children aged birth to five, who had experienced trauma. The Prevention Cabinet expanded its reach into other systems and sectors based on the identified trends to broaden the capacity for systems change. This would increase resources (tangible and intangible) to sustain the work of the Prevention Cabinet. Key strengths included the multidisciplinary collaborative membership, comprehensive service array they provide, access to data and policies/procedures, and access to grass roots neighborhoods and communities. The most important element was the existing trusting relationships among the members.

Although each of these efforts have their own set of priorities and activities, the Prevention Cabinet prompted each of these collaboratives to adopt a shared “positive change” statement to symbolize their alignment across collaborative groups in the county working toward similar goals:

Sacramento County’s children, youth and families are safe, healthy, and able to thrive at home, in school, and in their communities through the county’s commitment to valuing and supporting the needs of our diverse population.



Lesson Learned

Involve an Evaluator as a Neutral Technical Assistance Partner



The Prevention Cabinet partnered with an external evaluator to provide technical assistance as a neutral partner in decision-making, strategic planning, and evaluation.

The external evaluator was a key partner contributing to the success of the initiative by participating from a neutral position, ensuring the best interests of the initiative are prioritized over any specific agency or organization. The Child Abuse Prevention Council of Sacramento (CAPC) contracted with Applied Survey Research (ASR) to provide research, strategic planning, and evaluation support for the Child Safety Forward Initiative grant.

ASR is a local evaluator with existing relationships across a wide range of members on the Prevention Cabinet. As a Prevention Cabinet member who partners with many of the organizations and agencies represented on the Prevention Cabinet, the evaluator had pre-existing knowledge about the successes and challenges embedded in systems serving children and families.

The evaluation plan involves formative/development information (our “blueprint” for success) and impact data using a blend of quantitative and qualitative data, including ongoing feedback from parents, the community, and providers. ASR monitored how well the Prevention Cabinet was functioning to meet desired goals and objectives by conducting regular check-ins with Community Representatives, developing protocols for community listening sessions, conducting key informant interviews, and administering the annual cabinet member surveys. ASR produced easy-to-digest summaries and presentations to share key insights and regularly attended subcommittee meetings to identify next steps to ensure data-for-action.

The neutral position of the evaluator facilitated the Prevention Cabinet in building trusting relationships with Community Representatives to share ongoing feedback used to improve the functioning of the Prevention Cabinet. This is all a part of being attuned to setting a table that honors Community

Positive Change Statement

Sacramento County’s children, youth and families are safe, healthy, and able to thrive at home, in school, and in their communities through the county’s commitment to valuing and supporting the needs of our diverse population.

ASR supported the Prevention Cabinet in conducting a thorough needs assessment to better understand the risk factors among families who were involved in child abuse and neglect fatalities and near-fatalities over the past 10 years. The findings revealed the need to identify and implement prevention activities that are responsive to families with children birth to five years of age, support families who have experienced trauma, and prioritize services for Black/African American families.

In the 10-year period prior to the Child Safety Forward initiative, 130 children were victims of a child abuse and neglect death or critical injury in Sacramento County.

- **78% of victims were ages 0-5**, of which 30% were less than 1 year of age.
- **86% of perpetrators were biological parents** acting together or alone.
- **76% had a history of child welfare involvement.**

Representatives' experiences, so that they have an active role (above and beyond a seat at the table). Our Prevention Cabinet, Community Engagement Subcommittee, and external evaluation consultant are dedicated to maintaining open lines of communication with Community Representatives. The external evaluator conducted regular check-ins with Community Representatives to listen to feedback, document it, and respond accordingly, ensuring that community engagement remains a central focus of our efforts. Feedback is co-presented with Community Representatives at Prevention Cabinet meetings ([see Products section](#)). ASR partners with the Community Engagement Subcommittee to identify follow-up steps to effectively respond to issues, concerns, or recommendations. Additional feedback was collected by the Community Representatives:

"The buddy system is good. My partner has been a phenomenal asset to me."

"Finding out about everyone's background. Just getting their names, their title, and organization helps to improve opportunities for networking."

"We talk a lot about assembly bills, and I try to write it down and research on my own. There are these topics that maybe someone could share specifics with us, give us a heads up so that we have background information before attending the Cabinet meeting to understand the context of the conversation."

ASR's expertise in conducting needs assessments for strategic planning makes them an asset as the Prevention Cabinet works toward developing a Sacramento County Community Opportunity Map with Casey Family Programs, "... an interactive tool that highlights the aspects of communities that are associated with safe children and strong families." This map will show population characteristics by geography and overlay key performance measures from agencies and organizations in Sacramento County. These metrics will ensure timely access to data to support decision-making for collaboratives across the county. ASR is an active participant in the Data Subcommittee to support this work.

Looking Ahead

Child Safety Forward Sacramento Sustainability

We are confident in our ability to sustain the goals of our initiative by pursuing new grant opportunities, consistent community engagement, cross-systems partnerships, and data-driven decision making.

Child Safety Forward Sacramento is confident in our ability to sustain the work funded by DOJ through the 10-year strategic plan period and beyond. We will apply the lessons learned to implement comprehensive and interconnected strategies, pursue new grant opportunities, continuously engage community and cross-systems partners, and respond to emergent needs through data-driven decision making.

Once community input has been thoughtfully integrated into the 10-year Strategic Plan, the Prevention Cabinet will present the plan to the Sacramento County Board of Supervisors. This presentation will serve as an opportunity to showcase the comprehensive and inclusive nature of our approach and seek the board's support and endorsement. By securing the backing of the Board of Supervisors, we can leverage their influence and resources to further advance our goals. Effective communication is key to sustaining our goals. The Prevention Cabinet is working on developing an internal and external communications strategy that involves messages that resonate with both our internal stakeholders within agencies and organizations, as well as the broader community.

What are the positive changes/outcomes of the Prevention Cabinet's efforts?



In June 2022, Sacramento County applied for and received a one-year, no-cost extension for the Child Safety Forward initiative. This extension has extended the grant period until September 2023, allowing the Prevention Cabinet more time and resources to effectively redefine collaboration. Additionally, the Child Abuse Prevention Council of Sacramento (CAPC) is working with DOJ to explore funding options to continue supporting the Child Safety Forward Sacramento initiative. We appreciate the ongoing commitment from our partners with DOJ to support this effort. In May 2023, our technical assistance partners also joined us on a site visit for a proposal submitted to the California Accountable Communities for Health Initiative (CACHI) to share our accomplishments and contributions to the field. In July 2023, CAPC secured the CACHI grant to continue support for this work through December 2025 and share lessons learned with other networks in the state.⁶

We look forward to continuing to track our progress throughout the implementation period to document lessons learned. We are excited to share our “blueprint” for success with other collaborative bodies who are actively pursuing systems change utilizing a public health approach.

⁶ Sacramento 2023 ACH Funding Press Release: https://drive.google.com/file/d/1fLpihuy9vPRWeJKQZqd1JVzT7-n_7xFv/view?usp=drive_link

Child Safety Forward Sacramento Products

The Prevention Cabinet has always operated with transparency. We are happy to share any of our tools and resources with other child abuse prevention collaboratives who are seeking to engage in similar efforts. We would not encourage anyone to take our materials and implement as-is, but rather use these as examples to start forming your own customized process. If we learned anything during this grant cycle, it is that developing our process in partnership with community is instrumental to success.

PRESS RELEASES AND PRESENTATIONS

1. December 2019: Press Release ([click here](#))

In December of 2019, in partnership with members of the national Child Safety Forward technical assistance team's Amy Templeman and Jennifer Devlin of Social Current, CAPC submitted a press release to local news outlets and Prevention Cabinet Members introducing them to the DOJ OVC funding of Sacramento County for the Child Safety Forward Initiative.

2. May 2021: Press Release ([click here](#))

On May 28, 2021, in partnership with members of the national Child Safety Forward technical assistance team, Amy Templeman and Jennifer Devlin of Social Current, Sheila Boxley from the Child Abuse Prevention Center, and Michelle Callejas from the Department of Child, Family and Adult Services met with the Sacramento Bee's Opinion Department to discuss Child Safety Forward Sacramento and the work of the Prevention Cabinet.

3. April 2022: Board of Supervisors Presentation ([click here](#))

On April 12, 2022, Sheila Boxley and Michelle Callejas presented to the Sacramento County Board of Supervisors for Child Abuse Prevention Month. They introduced the Board of Supervisors to the Child Safety Forward Sacramento initiative and shared with them the presentation. The Prevention Cabinet was invited to return to present to the Board of Supervisors the complete draft of the Child Safety Forward Sacramento 10-year Strategic Plan.



4. February 2022: Presentation to CYFSOC on Community Engagement ([click here](#))

In February 2022, Jasmine Brosnan presented to the Sacramento County Child, Youth and Family System of Care on the process undertaken by the Prevention Cabinet to invite community members to join the planning and implementation efforts.

5. December 2022: Presentation to CPS Oversight Committee about the Prevention Cabinet ([click here](#))

In December 2022, Jasmine Brosnan presented to the Sacramento County Child Protective Services Oversight Committee on the status of the Prevention Cabinet.

6. May 2023: Presentation about Community Engagement at the 2023 Statewide Collaborative Prevention Convening *Building The Bridge from Planning to Implementation* ([click here](#))

In May 2023, Jasmine Brosnan presented at the 2023 Statewide Collaborative Prevention Convening to share information about the Prevention Cabinet's process to recruit and engage community members in planning and implementation.

GOVERNANCE AND STRUCTURE

7. **January 2019: Established MOU for Prevention Cabinet Members** ([click here](#))

In January 2019, the CAPC of Sacramento developed the memorandum of understanding to be signed by each founding Prevention Cabinet member.

8. **January 2021: Developed Prevention Cabinet Member Application** ([click here](#))

In January 2021, the Prevention Cabinet developed the Member Application. This application captures contact information, representation status (primary or alternate), availability, description of what they can contribute, their experiences, and relevant affiliations. The application was revised in May 2022 and October 2022 for accessibility and to mirror the format of the Community Representative Application, however, the questions have remained the same.

9. **September 2021: Developed Community Representative Application** ([click here](#))

In September 2021, the Prevention Cabinet developed the Community Representative Application. This application captures contact and general demographic information, child- and family-serving systems involvement, interest in participation, and references (personal or professional). Questions were thoughtfully crafted and inspired by the data that compelled this work.

10. **May 2019: Developed Prevention Cabinet Protocol** ([click here](#))

In May 2019, the Prevention Cabinet Protocol was initially determined. The original protocol documented the structure and purpose of the Prevention Cabinet and has since been revised to include the role of each subcommittee, the recruitment approach for Community Representatives, as well as onboarding, orientation, and membership expectations.

11. **January 2023: Finalized Prevention Cabinet Partner and Community Representative Role Descriptions** ([click here](#))

In January 2023, the Prevention Cabinet Partner and Community Representative Role Descriptions were revised with input from Community Representatives. This documents the role and expectations of both the Community Representative and the Prevention Cabinet Partner to support one another. These documents were finalized after a thorough review with each of the Community Representatives and Prevention Cabinet Partners after one year of engagement.

12. **October 2021: Developed Community Engagement Protocols** ([click here](#))

In October 2021, the Community Engagement Protocols were finalized. The Community Engagement Subcommittee helped to prepare and finalize the protocols, which included materials to cover key topics and introductions as new Community Representative members joined the Prevention Cabinet. This document includes information about the stipends and the matrix used to identify relevant lived expertise from potential applicants to ensure representation from the communities and experiences identified from the needs assessment.

13. **February 2022: Developed Orientation Materials** ([click here](#))

In February 2022, the Community Engagement Subcommittee developed orientation materials. Once a new member is approved by the Planning Committee, new Prevention Cabinet members will receive an orientation, in conjunction with the referring party and/or Planning Committee Members. This orientation will include information regarding the purpose, established protocols and procedures, the role of each Prevention Cabinet Member and their agency, current membership, meeting schedule, and data collection requirements. Materials are updated periodically. All Prevention Cabinet Members, whether they are Community Representatives or agency/organizational staff, receive the same orientation materials.

14. July 2022: Documented Community Representative Feedback about Onboarding and Engagement ([click here](#))

In July 2022, ASR met with the two new Community Representatives to gather feedback and insights about their onboarding and engagement in the Cabinet (three months of engagement). This session was also utilized to identify the best practices to engage Community Representatives for feedback.

15. February 2023: Developed Community Representative Feedback Form ([click here](#))

In February 2023, the Community Representative Feedback Form was finalized. The Community Representatives are often asked to provide feedback about how well the Prevention Cabinet is supporting them to fully engage in planning and implementation. In January 2022, the Community Representatives turned the tables and asked if they are fulfilling their role and meeting expectations. This form was developed to support Prevention Cabinet Partners to walk through the Community Representative Role Descriptions and offer feedback or advice to improve overall engagement.

16. April 2023: Documented Community Representative Feedback about One Year of Reflections ([click here](#))

In April 2023, ASR met with the two new Community Representatives to gather feedback and insights about their first year of engagement. Feedback is co-presented to the entire Prevention Cabinet.

17. April 2023: Documented Prevention Cabinet Partner Feedback about One Year of Reflections ([click here](#))

In April 2023, ASR met with the two Prevention Cabinet Partners to gather feedback and insights about their first year supporting Community Representatives. Feedback is co-presented to the entire Prevention Cabinet.

18. September 2022: Established The Prevention Cabinet as the Governing Body for FFPS ([click here](#))

In September 2022, the Prevention Cabinet was asked to be the governance body to the Family First Sacramento efforts to complete the Comprehensive Prevention Plan ([see more information here](#)). The Prevention Cabinet has also reviewed, provided feedback, and approved the Family First Sacramento charter and population of special interest. A representative of the Prevention Cabinet attends the Family First Sacramento Implementation Team meetings, and collaboration continues to develop.

19. May 2023: Land and Labor Acknowledgement ([click here](#))

In May 2023, the Sacramento County Prevention Cabinet approved the Land and Labor Acknowledgement was developed by our partners with Family First Sacramento.

20. July 2023: Prevention Cabinet Member Role Description ([click here](#))

In July 2023, the Planning Committee solidified the role and expectations for all Cabinet members.

21. July 2023: Current Prevention Cabinet Roster ([click here](#))

The roster includes all current members of the Sacramento County Prevention Cabinet.

NEEDS ASSESSMENT AND DATA COLLECTION

22. January 2021: Summary of Key Informant Interviews with Directors ([click here](#))

In January 2021, ASR compiled key findings from the interviews conducted with directors from child and family serving agencies and organizations across the county. These findings were used to refine our initial strategies developed as part of the Child Safety Forward implementation plan.

23. November 2022: Data That Compelled Us ([click here](#))

In November 2022, ASR revisited and revitalized the needs assessment to highlight the key findings that compelled the Prevention Cabinet to take on this strategic plan. This slide deck has been used in our onboarding and regular engagement to share key data insights about child abuse and neglect deaths and critical injuries taking place in the 10-year period before the DOJ grant period. This data represents

a call to action to change the status quo and implement a public health approach to improve services and support for children and families. Some new data elements were added to respond to key questions about referrals to Child Protective Services and to identify alignment with other prevention efforts in the county.

24. December 2022: Developed Community Listening Sessions Protocol ([click here](#))

In December 2022, the Prevention Cabinet was able to co-facilitate the community listening sessions with existing parent advisory groups in partnership with local Family Resource Centers and Community Incubator Leads throughout the county. The protocol identifies our purpose, approach, and discussion questions used to gather community input for the Strategic Plan.

25. July 2023: Summary of Community Listening Sessions ([click here](#))

In July 2023, ASR presented key findings from the community listening sessions at the Prevention Cabinet meeting. Community members who participated in the listening sessions were invited to attend and participate in the meeting to help make meaning of the insights to inform the Strategic Plan.

26. July 2021: Developed Cabinet Member Survey ([click here](#))

In July 2021, ASR developed the Cabinet Member Survey which utilizes a Collective Impact framework for measuring how well the Cabinet or subcommittees uphold values for the backbone support organization, sharing a common agenda, governance and continuous communication, mutually reinforcing activities, and shared measurement. The survey was revised in July 2023 to create a shorter version of the survey to improve data collection.

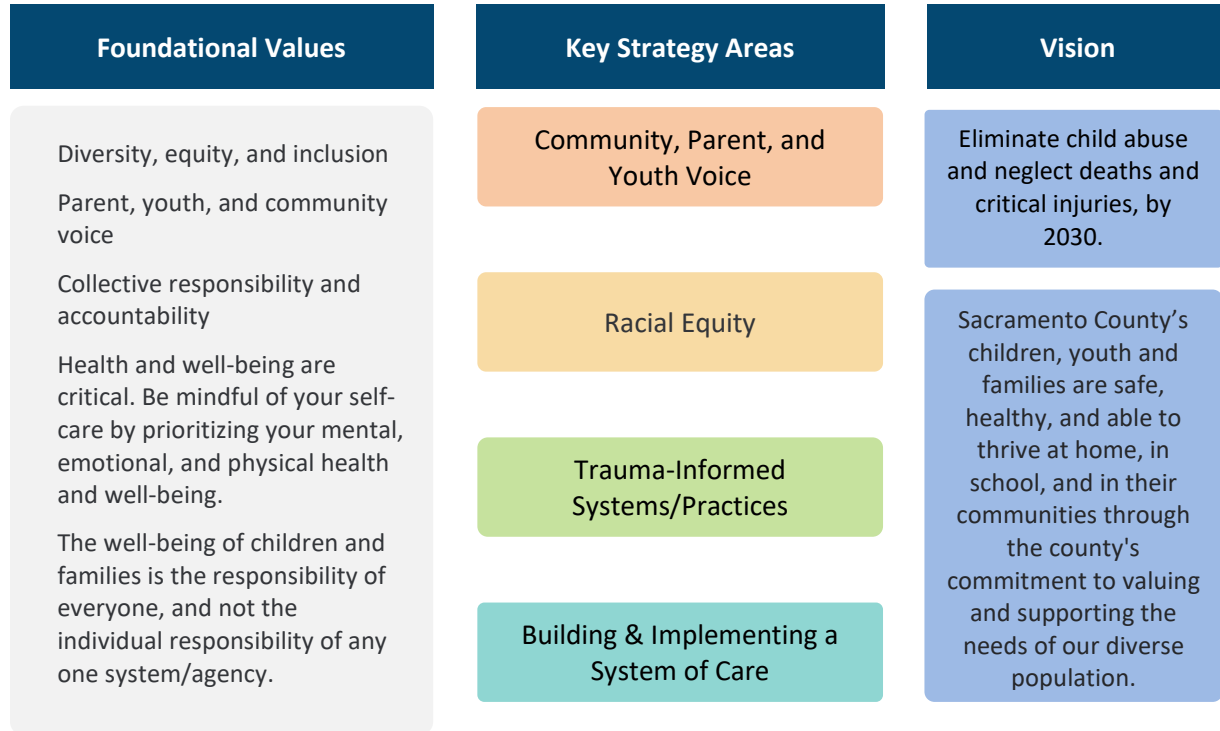
IMPLEMENTATION

27. December 2020: Submitted Theory of Change to DOJ ([click here](#))

In December 2020, the Prevention Cabinet submitted the Theory of Change, Implementation Plan, Evaluation Plan, and Sustainability Plan to DOJ. The original Theory of Change was guided by the template provided by Social Current, the national technical assistance provider for Child Safety Forward, and the needs assessment, including key data insights and findings from key informant interviews with high-level executives represented across the Prevention Cabinet.⁷ The attachment includes the original theory of change diagram submitted to DOJ.

Updates: Since submission in December 2020, the theory of change has been revised to follow a more simplified approach to be more accessible to community members and those outside of the Prevention Cabinet. The theory of change now includes a list of foundational values that saturate all elements of the work conducted and accomplished by the Prevention Cabinet (previously described as “commitments”). It includes the four primary strategy areas for the strategic plan and does not include the level of detail describing the activities as shown in the previous version. The revised theory of change diagram also includes the unifying “positive change” statement developed with our partners from the Family First Sacramento and Sacramento County Child, Youth and Family System of Care.

⁷ Child Safety Forward website: <https://www.social-current.org/engage/child-safety-forward/>

Theory of Change Diagram (Revised)**28. December 2020: Submitted Implementation Plan to DOJ ([click here](#))**

In December 2020, the Prevention Cabinet submitted this implementation plan to DOJ. As part of the Child Safety Forward initiative, Social Current offered a template for developing the implementation plan. At the time of writing the implementation plan, local needs assessment data were still being gathered. Preliminary strategies to strengthen the system of care were starting to coalesce; however, they had not formally been reviewed and defined into specific activities. As part of the implementation plan, the template required key data insights to be linked to actionable strategies. This implementation plan included and described the types of systems, policies, and information-sharing processes that needed to change to support these activities. The plan also included a description of how equity practices would be incorporated in the actionable strategies more broadly.

Updates: The original implementation plan was produced by the Prevention Cabinet before pausing the process to intentionally recruit and onboard community representatives, and prior to engaging community in listening sessions. The strategic plan is a living document that will undergo continuous review and prioritization to meet the most pressing needs of Sacramento County residents. Many of the original activities are still embedded within this larger strategic plan.

29. December 2020: Submitted Evaluation Plan to DOJ ([click here](#))

In December 2020, the Prevention Cabinet submitted the Evaluation Plan to DOJ. The Child Abuse Prevention Council partnered with Applied Survey Research (ASR) as an external evaluation consultant to support the Prevention Cabinet throughout the duration of the Child Safety Forward initiative. ASR helped to co-develop the evaluation plan in alignment with the implementation plan developed in December 2020, when the Prevention Cabinet was still in the early stages of defining key strategy areas and activities. The goal of the evaluation is to document the formation of a blueprint for how systemic

strategies can affect the population-wide outcome of child abuse and neglect deaths and critical injuries. In other words, when completed, the evaluation should present a clear roadmap of what it took for Sacramento to implement an effective cross-sector approach, and how another community might apply similar strategies. The evaluation plan involves formative/development information, strategy implementation and performance measures, and impact data using a blend of quantitative and qualitative data, including ongoing feedback from parents, the community, and providers.

30. December 2020: Submitted Sustainability Plan to DOJ ([click here](#))

In December 2020, the Prevention Cabinet submitted the Sustainability Plan to DOJ. The Prevention Cabinet developed a Sustainability Plan based on the CDC Program Sustainability Assessment Tool (PSAT) in December 2020. Aiming for 100% participation, only seven key leadership members completed the CDC PSAT. Prior to final submission of the Implementation Plan, the Prevention Cabinet met to discuss scores, determine which program elements need to be maintained, eliminated, or adapted, and to prioritize the areas of sustainability capacity to address first. Measuring sustainability using the PSAT benefited the Prevention Cabinet by identifying challenges, some of which were already known, and some not previously known. The PSAT also helped to prioritize where work on sustainability should begin, making it easier to implement changes now, instead of waiting until a challenge presents itself in the future. The intent was to re-evaluate sustainability bi-annually to continue to prioritize and sustain efforts, though this has not taken place, it is still a valuable tool that will be used as needed.

31. September 2022: Racial Equity Snapshot ([click here](#))

In September 2022, First 5 Sacramento partnered with Applied Survey Research to synthesize key findings from several community organizations working to increase racial equity to support a cross-systems approach to addressing disparities. This snapshot focuses on younger children and their families since it was sponsored by First 5 Sacramento. Future snapshots will focus on older children and other sectors in the county.

32. May 2023: Launched a Child Safety Forward Sacramento Website ([click here](#))

In May 2023, the Community Engagement Subcommittee developed and launched a Child Safety Forward Sacramento website to support the recruitment of Community Representatives.

33. April 2023: Developed Plan for Community Opportunity Map ([click here](#))

In April 2023, the Data Subcommittee developed a plan for the Community Opportunity Map in partnership with Casey Family Programs. The Prevention Cabinet seeks to develop a customized data mapping tool that layers organizational data against census data. The goal is to be able to have up-to-date and relevant indicators available to readily assess penetration of services and opportunities for expanding services that are effective.

34. June 2023: Developed Timeline Mapping ([click here](#))

In June 2023, our technical assistance partners with Collective Impact knowledge guided the Prevention Cabinet through a process called timeline mapping ([click here for information from FSG](#)). The Prevention Cabinet documented key milestones related to the Child Safety Forward Sacramento initiative, as well as social/policy context, community trends, and other related program milestones. The Prevention Cabinet intends to update the timeline map regularly to capture current activities in and outside the Cabinet that influence the direction of this work.

35. July 2023: Current Strategic Plan ([click here](#))

The culmination of the work in the Sacramento County demonstration site has been documented in the *10-Year Child Safety Forward Sacramento Strategic Plan 2020-2030*. The Prevention Cabinet has developed the Strategic Plan to ensure Sacramento County's children, youth, and families will be safe,

thriving, and well, by building and strengthening healthy family, school, and community environments that value and support diversity and equity. The Strategic Plan is intended to be a living document and will be reviewed annually with community and policy leaders to update, ensuring all strategies and activities are adaptive and responsive to the emerging needs of the community. The Strategic Plan includes background information about the initiative, the data that compelled us, the theory of change, the strategy areas, and the action planning process.

The Prevention Cabinet's 10-year Strategic Plan relies on four strategy areas determined by the Prevention Cabinet:

- **Community, Parent, and Youth Voice:** Recognize the need for the intentional and genuine engagement of community, parent, and youth voice, which needs to come from those with lived experience and expertise.
- **Racial Equity:** Implement strategies to achieve racial equity and reduce disparities of child abuse and neglect deaths/critical injuries addressing policies, practices, norms, and narratives.
- **Trauma-Informed Systems & Practices:** Address trauma resulting from, and risk factors associated with, child abuse and neglect.
- **Building & Implementing a System of Care:** Increase collaboration to build healthy communities built on multi-tiered systems involving agencies across public and private service fields.

36. July 2023: Action Plan for Systems Subcommittee ([click here](#))

Each strategy area has actions and activities that have been reviewed and prioritized. Activities with the highest priority have been assigned to action plans for each subcommittee. Action plans are reviewed and updated regularly to capture progress.

37. July 2023: Action Plans for Data Subcommittee ([click here](#))

Each strategy area has actions and activities that have been reviewed and prioritized. Activities with the highest priority have been assigned to action plans for each subcommittee. Action plans are reviewed and updated regularly to capture progress.

38. July 2023: Action Plans for Community Engagement Subcommittee ([click here](#))

Each strategy area has actions and activities that have been reviewed and prioritized. Activities with the highest priority have been assigned to action plans for each subcommittee. Action plans are reviewed and updated regularly to capture progress.

List of Attachments (Hyperlinked)

1. [December 2019: Press Release](#)
2. [May 2021: Press Release \(PPT\)](#)
3. [April 2022: Board of Supervisors Presentation](#)
4. [February 2022: Presentation to CYFSOC on Community Engagement](#)
5. [December 2022: Presentation to CPS Oversight Committee about the Prevention Cabinet](#)
6. [May 2023: Presentation about Community Engagement at 2023 Statewide Collaborative Prevention Convening](#)
7. [January 2019: Established MOU for Prevention Cabinet Members](#)
8. [January 2021: Developed Prevention Cabinet Member Application](#)
9. [September 2021: Developed Community Representative Application](#)
10. [May 2019: Developed Prevention Cabinet Protocol](#)
11. [January 2023: Finalized Prevention Cabinet Partner and Community Representative Role Descriptions](#)
12. [October 2021: Developed Community Engagement Protocols \(includes stipend and matrix information\)](#)
13. [February 2021: Developed Orientation Materials](#)
14. [July 2022: Documented Community Representative Feedback about Onboarding and Engagement](#)
15. [February 2023: Developed Community Representative Feedback Form](#)
16. [April 2023: Documented Community Representative Feedback about One-Year of Reflections](#)
17. [April 2023: Documented Prevention Cabinet Partner Feedback about One-Year of Reflections](#)
18. [September 2022: Established the Prevention Cabinet as the Governing Body for FFPS](#)
19. [May 2023: Land and Labor Acknowledgement](#)
20. [July 2023: Prevention Cabinet Member Role Description](#)
21. [July 2023: Current Prevention Cabinet Roster](#)
22. [January 2021: Summary of Key Informant Interviews with Directors](#)
23. [November 2022: Data That Compelled Us \(Revisited Needs Assessment\)](#)
24. [December 2022: Developed Community Listening Sessions Protocol](#)
25. [July 2023: Summary of Community Listening Sessions](#)
26. [July 2021: Developed Cabinet Member Survey](#)
27. [December 2020: Submitted Theory of Change to DOJ](#)
28. [December 2020: Submitted Implementation Plan to DOJ](#)
29. [December 2020: Submitted Evaluation Plan to DOJ](#)
30. [December 2020: Submitted Sustainability Plan to DOJ](#)
31. [September 2022: Racial Equity Snapshot](#)
32. [May 2023: Launched a Child Safety Forward Sacramento Website](#)
33. [April 2023: Developed Plan for Community Opportunity Map](#)
34. [June 2023: Developed Timeline Map \(FSG model\)](#)
35. [July 2023: Current Strategic Plan](#)
36. [July 2023: Systems Subcommittee Action Plan as of June 2023](#)
37. [July 2023: Data Subcommittee Action Plan as of June 2023](#)
38. [July 2023: Community Engagement Subcommittee Action Plan as of June 2023](#)