

California - Child and Family Services Review

County Self-Assessment

2014



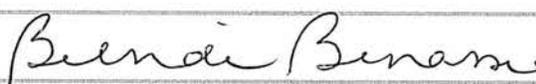
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California – Child and Family Services Review

Signature Sheet

For submittal of: CSA SIP Progress Report

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Introduction

Starting in January 2004, pursuant to California Assembly Bill 636 (Chapter 678, The Child Welfare System Improvement and Accountability Act of 2001), California established a new Child Welfare Services Outcome and Accountability System in an effort to improve child welfare services for children and their families in each of California's 58 counties. Counties are evaluated in achieving outcomes through the California Child and Family Services (C-CFSR). This process includes assessment and analysis of a county's performance on critical child welfare outcomes in the areas of child safety, permanence and well-being.

Each county, in an effort for continual system improvement and evaluation, must complete both a Self-Assessment and a Peer Review. The quantitative evaluation is a county's Self-Assessment. The purpose of the Self-Assessment is to analyze a county's performance for Child Welfare and Juvenile Probation in collaboration with key partners and stakeholders.

The qualitative assessment is achieved through a county Peer Review process. The purpose of the Peer Review is to supplement the quantitative information obtained through the Self-Assessment with qualitative data gathered from peer social workers, probation officers, and supervisors identifying areas of strength and those areas that need improvement. The results of the Self-Assessment and Peer Review will then support the development of a System Improvement Plan (SIP), which will implement goals for improvement and implementing tools to meet these goals.

San Luis Obispo County began its County Self-Assessment process in September 2014, after completion of the Peer Review process in August 2014. A County Self-Assessment Advisory Group was formed comprising of representatives from Child Welfare Services, Juvenile Probation Services, Family Resource Centers, Center for Family Strengthening (CFS) (formerly San Luis Obispo Child Abuse Prevention Council), Mental Health, Family Care Network Inc, California Youth Connection and parent representatives. The Child Welfare Services Office of Child Abuse and Prevention (OCAP) Program Manager and CFS Director served as the representatives for Child Abuse Prevention, Intervention, and Treatment, Promoting Safe and Stable Families, and Community Based Child Abuse Prevention. The County Self-Assessment Advisory Group was tasked with overseeing both the planning of the public comment process and the writing of the County Self-Assessment report.

THE CSA PLANNING PROCESS

The CSA planning process began with the Peer Review in August 2014. This was followed by a Stakeholders Meeting that was held in September 2014. Those included in the Stakeholders Meeting were from the County Self-Assessment Advisory Group. After the completion of the Stakeholders Meeting, a series of 4 Community Forums were held throughout San Luis Obispo County through the course of two days.

After reviewing all of the outcome measures, Child Welfare Services decided to focus on three areas in greatest need of improvement. Child Welfare Services chose measures S1.1 No Recurrence of Maltreatment, C1.4 Reentry Following Reunification, and C4.1 Placement Stability. Juvenile Probation chose to focus on AB12 Extended Foster Care Placement Stability. Child Welfare Services and Juvenile

Probation prepared a series of questions designed to gather feedback from the community on the three identified outcomes, as well as prevention services:

Community Based Prevention Services

1. Which community prevention services have you used or referred a family to?

For each organization listed:

- a. Describe the type of service provided and if they were adequate.
- b. Did you see a need for other services in the organization, and if so, what type of service would that be?

No Recurrence of Maltreatment

2. What organizations are you aware of that Child Welfare Services partners with to make an impact on the prevention, identification or reporting of child abuse in San Luis Obispo County?
 - a. What other organizations would you like to see Child Welfare Services partner with?
What would that partnership look like?
3. What barriers exist within San Luis Obispo County that prevents families from accessing treatment or services?
4. What types of services are available in our community to keep children safe without having to remove them from their family?
 - a. Are there other types of services that could help keep children safe within their own homes?
5. How can Child Welfare Services work more effectively with community partners to educate families on community resources?

Reunification within 12 Months

6. What factors strengths and/or challenges do you think affect how quickly a youth placed in out-of-home care reunifies with their family?
7. What helps youth stay in contact with their family while in out-of-home care?
8. What services currently exist in the community to support youth reunifying with their families?
 - a. How do we better connect youth and families to these existing services?
 - b. What services and relationships need to be developed in the community to support youth reunifying with their families?
 - c. How do we develop them?

Placement Stability

9. What can we do to increase the placement of children with family and friends?
 - a. How can we better support these placements with family and friends?
10. What type of support do foster youth ages 11-17 need for a successful and stable placement?
 - a. What type of support do caregivers of foster youth ages 11-17 need to maintain a successful, stable placement?
11. What type of support do foster youth ages 18-21 need for a successful and stable placement?

Collaboration

12. How can Child Welfare Services and Juvenile Probation build stronger relationships with parents, youth, agencies, and the community?

C-CFSR Planning Team & Core Representatives

C-CFSR TEAM AND CORE REPRESENTATIVES

Child Welfare Services and Juvenile Probation would like to thank the individuals listed below for their valuable contributions to the Community Forums and this CSA report. The San Luis Obispo County Self-Assessment would not have been possible without their expertise and input.

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- Tom Milder, Juvenile Probation Services, Placement Supervisor
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- Coleen Buckley, Independent Living Program/California Youth Connection
- Bailey Maher, California Youth Connection
- Julia Hoffman, California Youth Connection

PARTICIPATION OF CORE REPRESENTATIVES

Through continued support and collaboration, we have been able to identify areas in our focus measures that need additional support. The effort made by each department and community members have been greatly appreciated and we thank them in supporting our efforts to strengthen our processes.

All core representatives were present during the Community Forums except for local Native American Tribes. San Luis Obispo County has always maintained an informal relationship with local tribes and an invitation was extended to attend these forums, however, due to the fact that all local Native American members fall under other county jurisdictions and receive services through these counties, such as Monterey and Santa Barbara, the invitation to participate in San Luis Obispo County’s Community Forums was declined.

Demographic Profile

GENERAL COUNTY DEMOGRAPHICS

San Luis Obispo County is one of California’s 27 original colonies created in 1850. It is a semi-rural county located halfway between San Francisco and Los Angeles. Located on the beautiful Central Coast of California, San Luis Obispo County is bordered by the Pacific Ocean to the west, Monterey County and Kings County to the north, Kern County to the east, and Santa Barbara County to the south. Most of the county’s 3,326 square miles are unincorporated (see Table 1). According to an estimate by the US Census Bureau, San Luis Obispo County had a total population of 279,083 in 2014 (see Table 2). Most residents live in towns along Highway 101 or along the coast. Major industries in the region are agriculture, education, tourism, energy, and government.

San Luis Obispo County promotes active and healthy lifestyles through public support for open spaces, local bans on smoking in public places like beaches and parks, and outlawing drive-through restaurants in the city of San Luis Obispo. However, residents of both the city and the county face challenges like any other county in California. Affordable housing, well-paying jobs, and access to resources are continuously identified as issues for many residents. Methamphetamine is often described as a county-wide epidemic, affecting all socioeconomic classes. In addition, intimate partner violence continues to increase since the submission of San Luis Obispo County’s last CSA as families continue to struggle with the stressors brought on by the economic downturn in 2008.

The county has three distinct regions, each with its own unique characteristics and service areas (see Table 1). North County has historically been a rural, agrarian community. It is currently the fastest growing region of the country, especially the city of Paso Robles. The city of San Luis Obispo, the county seat and largest city, is in the central region and is the location of many service providers and employers. South County is also growing at a faster rate than the central region, although it is not as populous as North County. The county has 7 cities served by local city police departments and the county’s multiple unincorporated areas are served by the San Luis Obispo County Sheriff’s Office.

Table 1

SAN LUIS OBISPO COUNTY CITIES AND UNINCORPORATED AREAS BY REGION

Central Region	North Region	South Region
Avila Beach	Adelaida	Arroyo Grande
Baywood Park	Asuncion	Bromela
Cambria	Atascadero	Grover Beach
Cayucos	Bee Rock	Halcyon
Chorro	Bern	Huasna
Harmony	California Valley	Nipomo
Los Osos	Cholame	Oceano
Morro Bay	Creston	Pismo Beach
San Luis Obispo	Paso Robles	Shell Beach
San Simeon	Pozo	
	San Miguel	
	Santa Margarita	
	Shandon	
	Templeton	
	Whitley Gardens	

According to 2012 crime statistics from the FBI, the police department handling the highest number of violent crimes was the Atascadero Police Department, located in North County. The San Luis Obispo Sheriff’s Office, which serves a wide range of unincorporated areas throughout the county, also reports high numbers of violent crimes. Overall, violent crime appears most prevalent per population size in North and South County, compared to the central and coastal regions of the county. The Department of Social Services has offices in all regions. However, certain services and providers, such as the Juvenile Court, remain centrally located, often creating logistical barriers for families and workers. Families living out in Bradley or San Miguel (far northern regions of the county), for example, have significantly less access to services than do families living within the city of San Luis Obispo

In 2013, 89.2% of the county’s population was estimated to be White, 3.7% Asian, 3.3% identifying with two or more races, 2.2% African American or Black, 1.4% American Indian and Alaskan Native, and 0.2% Native Hawaiian and other Pacific Islander (see Table 2). 69.9% report identifying as White alone, without Hispanic or Latino origin, while 21.7% identified as Hispanic or Latino. Compared to the state of California, San Luis Obispo County has a higher percentage of non-Hispanic whites and lower percentages of Hispanic/Latino, African American and Asian individuals. San Luis Obispo County also has slightly lower percentages of American Indian and Alaskan Native, Native Hawaiian and other Pacific Islander, and people who identify with two or more races than the state overall. This emphasizes the need for CWS and Probation to offer cultural diversity awareness trainings.

Table 2

Basic Demographics	Source	County	State
County Population	US Census Bureau 2014 Estimate	279,083	38,802,500
County Population by Age	US Census Bureau 2013 Estimate		
<i>Persons under 5 years, 2013</i>		4.9%	6.5%
<i>Persons under 18 years, 2013</i>		18.3%	23.9%
<i>Persons 65 years and over, 2013</i>		16.9%	12.5%
County Population by Ethnicity	US Census Bureau 2013 Estimate	See Below	See Below
<i>White alone, 2013</i>		89.2%	73.5%
<i>Black or African American alone, 2013</i>		2.2%	6.6%
<i>American Indian and Alaskan Native alone, 2013</i>		1.4%	1.7%
<i>Asian alone, 2013</i>		3.7%	14.1%
<i>Native Hawaiian and other Pacific Islander alone, 2013</i>		0.2%	0.5%
<i>Two or More Races, 2013</i>		3.3%	3.7%
<i>Hispanic or Latino, 2013</i>		21.7%	38.4%
<i>White alone, not Hispanic or Latino, 2013</i>		69.9%	39.0%
County Population by Language	US Census Bureau 2013 Estimate	See Below	See Below
<i>Language other than English spoken at home</i>		18.0%	43.7%
Federally Recognized Active tribes in the County	San Luis Obispo County has no federally recognized Native American tribes	0	115

According to data compiled by ACTION for Healthy Communities, a collaborative of agencies and public and private organizations, in 2012, 80.5% of San Luis Obispo County residents over age 5 speak only English at home, 15.4% speak Spanish, 1.9% speaks Asian and Pacific Islander languages, 1.9% speak other Indo-European languages, and 0.3% speaks other languages.

According to estimated data from the 2013 US Census, the farthest northern and southern regions of the county contained the highest proportion of Latino residents. North County examples would include San Miguel and Paso Robles, and South County includes Nipomo and Oceano.

While San Luis Obispo County has a lower percentage of Spanish-speakers and people who identify as Hispanic/Latino compared to the state of California, this does not decrease the need to improve access to Spanish-language and culturally sensitive services in the county. Very few Child Welfare Social Workers are bilingual in English-Spanish, which creates a barrier in communicating with Spanish-speaking clients. While San Luis Obispo County Child Welfare Services offers translation services, Spanish-language parenting programs, and bilingual vendors, the overall amount of services and vendors is limited compared to the amount of Spanish-speaking clients involved with Child Welfare.

San Luis Obispo County has no federally recognized Native American tribes. However, there are three tribes considered local by the Native American Heritage Commission: Salinan, Chumash, and Yokut.

San Luis Obispo County has a higher percentage of people aged 65 and older compared to California overall, while its populations of children under age 18 are lower than the state taken as a whole. This may be attributed to declining birth rates and a sizeable population of retirees in the county.

EMPLOYMENT, INCOME, AND HOUSING

The US Census Bureau puts 2013 estimates for median income in San Luis Obispo County at a little under \$60,000, slightly lower than the state of California overall (see Table 3). The county's unemployment rate is about 6.7%, lower than California's average. However, affordable housing remains a significant barrier to many of San Luis Obispo County's residents. The average cost for a two bedroom rental in San Luis Obispo County in 2013 was \$1,215. San Luis Obispo County's average rent has exceeded the Fair Market Rent, determined by the Department of Housing and Urban Development (HUD), since 2007. ACTION for Healthy Communities conducted a telephone survey in which one third of respondents reported they earned \$35,000 or less in household income in 2013. In the same survey, over 60% of respondents reported spending one third or more of their household income on housing costs in 2013, which is up from 55% of respondents in 2006.

Table 3

Income, Employment, & Housing	Source	County	State
Median Income	US Census Bureau 2013 Estimate	\$58,697	\$61,094
County Unemployment rate	EDD Labor Data, December 2013	6.7%	8.9%
Average Housing Costs	US Census Bureau 2013 Estimate	\$426,600	\$366,400

HOMELESSNESS IN SAN LUIS OBISPO COUNTY

A 2013 estimate of San Luis Obispo County's homeless population was about 3,500 people, including about 200 families (see Table 4). Nearly 90% of these individuals were unsheltered in 2013, meaning that they were living on the street or in vehicles, abandoned buildings, encampment areas, and parks. About 10% were sheltered in emergency shelters or transitional housing. Low paying wages and higher housing costs contribute to local families' difficulty in paying for housing. The result is that SLO County has one of the highest rates of homelessness per capita in the nation.

During a 2013 count of homeless individuals in the county, as reported by ACTION for Healthy Communities, about 40% were located in South County, over 30% in the city of San Luis Obispo, about 20% in North County, and around 6% in the Coastal region. Homelessness appears to be more common in more urban areas, like the cluster of 5 cities in South County and the city of San Luis Obispo. Homelessness among families presents unique challenges for Child Welfare Services and can be a barrier to reunification when children cannot be returned safely.

Table 4

Homelessness Data	Source	# in San Luis Obispo County
<i>Homeless Population Estimate</i>	2013 San Luis Obispo County Homeless Census & Survey	3,497
<i>Homeless Families</i>	2013 San Luis Obispo County Homeless Census & Survey	199
<i>Unaccompanied Children</i>	2013 San Luis Obispo County Homeless Census & Survey	31
<i>Single Transition Age Youth</i>	2013 San Luis Obispo County Homeless Census & Survey	153

Since the last CSA, a collaborative effort among the Department of Social Services, the Housing Authority of San Luis Obispo (HASLO), and Transitions-Mental Health Association (T-MHA) has implemented a new program called “50 Now.” This program identifies, houses, and provides supportive services to 50 of the county’s most vulnerable and chronic individuals. As of August 2015, 33 of the most at-risk homeless individuals in San Luis Obispo County had been housed.

In addition, the Department of Social Services has implemented the CalWORKS Housing Support Program (HSP). This program serves families who are homeless and have at least one family member receiving CalWORKS benefits in San Luis Obispo County. Through Linkages, a partnership between CalWORKS and Child Welfare Services, families involved with Child Welfare Services are given priority on a case-by-case basis.

The Department of Social Services and the mayor of Paso Robles are coordinating a large homeless outreach fair in North County tentatively scheduled for fall 2015. During the event, service providers and community vendors will come together to provide support for one of the county’s most vulnerable populations through medical, mental health, housing, transportation and personal services.

Many families may be at-risk for homelessness in San Luis Obispo County. In the 2013 telephone survey by ACTION for Healthy Communities, 15% of respondents reported they went without some basic needs in the last year.

CHILDREN IN SAN LUIS OBISPO COUNTY & CHILD MALTREATMENT INDICATORS

San Luis Obispo County encompasses ten school districts. Reflecting the general population of the county, the student population is less ethnically diverse than the state as a whole. According to the 2013 San Luis Obispo County Schools Annual Education Report, school enrollment in the county has been in decline since 2002. For the 2012-2013 school year, San Luis Obispo County had over 34,000 students enrolled in public schools, which places the county in the middle of California’s 58 counties. This decreased rate may be attributed to declining birthrates, a larger number of older households without school age children, and high housing costs which make it difficult for young families to live in the county.

In 2012, 15% of children under 18 in San Luis Obispo County were living beneath the federal poverty level (actionslo.org). 44.2% of children enrolled in county public schools qualified for free and reduced price meals, compared to 58% in the state overall (see Table 5). About 7,000 of those children lived in North County, over 3,000 in the central region, and over 5,000 in South County.

Table 5

School Age Children	Source	County	State
Children attending school	CA Dept of Education, 2012-2013	34,539	
<i>North Region</i>		14,807	
<i>Central Region</i>		9,098	
<i>South Region</i>		10,634	
Children leaving school prior to graduation (Drop-Outs)	CA Dept of Education, 2012-2013	207	56,711
Children participating in subsidized school lunch program	California Dept. of Education, Free/Reduced Price Meal, Program & CalWORKS Data Files (Feb. 2014); U.S. Dept. of Education, NCES Digest of Education Statistics (Feb. 2014)	44.2%	58%

Most of the county’s children enrolled in public schools are in North and South County. Again, this highlights the needs to improve access to services outside of the city of San Luis Obispo.

Declining revenues and a lack of resources are two of the biggest challenges identified by schools in the Annual Education Report. Educators present at the Community Forums also spoke about the impact of a lack of resources for families and children. Unaccompanied minors and homeless youth has become a prevalent trend for San Luis Obispo County.

For this reason, the CFSR team reached out to local youth organizations and schools to encourage youth participation in the Community Forums. The message of the youth was clear: they want access to local resources and services, as well as youth mentors.

2013 estimates from the US Census reveal that the percentage of people under the age of 18 is higher in outlying areas of the county. For example, about 26% of people in Paso Robles are under age 18, while about 12% are under 18 in the city of San Luis Obispo. This reflects a trend of larger families in the more northern and southern regions of the county, which can put additional stress on families who are already farther away from specialized services and resources.

According to the California Department of Education, there were over 4,000 children attending special education classes in San Luis Obispo County in December 2013. Kidsdata.org, a program of the Lucile Packard Foundation for Children’s Health, reveals that in 2014, San Luis Obispo County has a higher percentage of children enrolled in special education for emotional disturbance, and has a lower percentage of children enrolled for special education for autism (see Table 6). These numbers may be related to more or less effective screening protocols by physicians and the awareness level of local parents.

Table 6

Special Education Enrollment by Disability	Source	County	State
<i>Autism</i>	Kidsdata.org	10.6%	12.0%
<i>Deaf</i>		0.4%	0.5%
<i>Deaf-Blindness</i>		0.0%	0.0%
<i>Emotional Disturbance</i>		5.4%	3.5%

<i>Hard of Hearing</i>		1.4%	1.5%
<i>Intellectual Disability</i>		4.6%	6.2%
<i>Learning Disability</i>		39.2%	40.0%
<i>Multiple Disability</i>		0.3%	0.9%
<i>Orthopedic Impairment</i>		2.6%	1.8%
<i>Other Health Impairment</i>		9.2%	10.0%
<i>Speech or Language Impairment</i>		25.4%	22.8%
<i>Traumatic Brain Injury</i>		0.3%	0.2%
<i>Visual Impairment</i>		0.5%	0.6%
Child Fatalities and Near Fatalities	SLO County Child Death Review Team and National Center for the Review & Prevention of Child Deaths 2013	7	

Children with disabilities are of particular concern to Child Welfare Services due to their increased risk of maltreatment. A 2000 study showed a 9% rate of maltreatment for children without disabilities, compared to a 31% rate for children with disabilities. Children with disabilities were almost three and a half times more likely to be mistreated than their non-disabled peers (Sullivan, P.M., & Knuton, J.F. (2000). Maltreatment and disabilities: A population-based epidemiological study. *Child Abuse & Neglect*, 24, 1257-1273). Overall there is a consistent link between disability and abuse throughout the lifespan (Sobsey, D. (1994). *Violence and abuse in the lives of people with disabilities: The end of silent acceptance?* Baltimore: Paul H. Brookes Publishing Co.).

The average number of people per household in San Luis Obispo County is about 2.50; lower than the state overall (see Table 7). This reflects that many households in San Luis Obispo County do not have children. Compared generally to the state of California, San Luis Obispo County appears to have a lower percentage of family households.

Table 7

Family Data	Source	County	State
Family Structure (Person per household 2009-2013)	US Census Bureau, 2009-2013	2.50	2.94
Children born to teen parents	County Public Health Department and State Dept of Health Services, 2013	203	
<i>Age under 17 years old</i>		34	12,168
<i>Ages 18-19 years old</i>		90	26,252
<i>Ages 20-24 years old</i>		382	102,051
		ACTION for Healthy Communities, 2012	2010 US Census Bureau
Nonfamily households		36.1%	31.3%
Family Households		63.9%	68.7%
<i>Married-Couple Family</i>		49.7%	49.4%
<i>Female Householder Family (No Husband Present)</i>		9.7%	13.3%

<i>Male Householder Family (No Wife Present)</i>		4.5%	6%
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According to a 2012 by the San Luis Obispo County Public Health Department, the teen birth rate has been generally lower than the state of California. 2011 estimates show that .94% of live births of females in San Luis Obispo were to mothers aged 15-17, compared to 1.37% in California. Females aged 18-19 gave birth to 1.93% of the county's births in 2011, compared to 4.32% in California.

These rates are promising compared to the state; however, Child Welfare Services remains concerned about the number of pregnancies among non-minor dependents and teens in foster care. In the past year, San Luis Obispo Child Welfare Services has started a workgroup to brainstorm and collaborate to develop policies and procedures regarding foster youth reproductive health and pregnancy prevention. As of December 2014, Child Welfare Services was aware of 25 youth in care who are parenting, which represented 17% of youth aged 14-21 involved with CWS.

Table 8

Health Indicators	Source	County	State
Children Adequately Immunized at Child Care Centers	County Public Health Department and State Dept of Health Services, 2012	87.17% (2,815)	89.17% (484,413)
Emergency medical visits for children	Community Health Status Report 2012	5,561	
Babies born with low-birth weight	County Public Health Department and State Dept of Health Services, 2012	5.5%	6.8%

The local Public Health Department reported in 2012 that San Luis Obispo County has consistently had a lower percentage of low birth weight infants compared to the state from 1997-2011 (see Table 8). For this date range, 5.5% of babies born in San Luis Obispo County had a low birth weight compared to 6.8% in California.

The percentage of children enrolled in child care programs in San Luis Obispo County who have received all required vaccinations has been lower than in recent years. This may reflect parents increasingly choosing not to vaccinate their children due to personal beliefs or other access issues impacting low-income families. In 2009, over 92% of children aged 2-4 in child care received all required vaccinations, whereas from 2012-2013, only about 87% were vaccinated. Personal Beliefs Exemptions increased from less than 4% in 2009 to over 5% in 2012-2013. However, the recent passage of SB 277 requires all California school children to be vaccinated unless a doctor grants a medical exemption. This may affect future rates of children in San Luis Obispo County who are fully vaccinated in coming years.

A 2013 report released by the California Child Care Resource & Referral Network showed that in San Luis Obispo County, there were less than 8,500 licensed child care spaces available to serve the estimated 23,000+ population of children whose parents work. The average cost of full-time infant care in a child care center in 2013 was \$12,795 according to the Child Care Resource Connection (CCRC) of the Community Action Partnership of San Luis Obispo County, Inc (CAPSLO). In 2010, less than 2,000 children aged 0-5 lived in poverty in San Luis Obispo County; by 2012, this number had risen to over 3,600, a 99% change.

Table 9

Childcare & Assistance	Source	County	State
Children on Child Care Waiting List	Child Care Resource Connection, 2014	743	
Families receiving Public Assistance (CalWORKs)	DSS Monthly Participant and Case Report for December 2013 Fiscal Year (average numbers)	1,656	
<i>North Region</i>		847	
<i>Central Region</i>		291	
<i>South Region</i>		518	
Families living below poverty level	US Census Bureau, 2009-2013	14.3%	15.9%
211 Calls Monthly (if applicable)	United Way of San Luis Obispo	4,803 calls	

This parallels a similar finding discovered by ACTION for Healthy Communities during a survey, in which 15% of participants said they went without some basic needs, like healthcare, food, and/or utilities.

Compounding the problems associated with poverty is San Luis Obispo’s unaffordable housing market. According to the National Association of Home Builders, in 2013 San Luis Obispo County was ranked the ninth least affordable market in the nation. The county followed places like New York, San Francisco, and Los Angeles. This remains a critical barrier to achieving stability and emotional well-being in San Luis Obispo County and is frequently cited by Child Welfare clients as a major stressor. As seen in Table 10, housing units in multi-unit structures are available at significantly lower rates than the state of California overall. This highlights the critical barrier for low-income families in this county.

Table 10

Housing Availability	US Census Bureau, 2009-2013	See Below	See Below
<i>Housing Units, 2013</i>		118,198	13,790,495
<i>Homeownership rate, 2009-2013</i>		58.4%	55.3%
<i>Housing units in multi-unit structures, percent, 2009-2013</i>		18.4%	31.0%
<i>Median Value of owner-occupied housing units, 2009-2013</i>		\$426,600	\$366,400

In observing that the median value of owner-occupied housing units is well over the state average, it is clear that San Luis Obispo County has a disparity in wealth among residents. This creates a socioeconomic unbalance within the county. Regionally more affluent individuals are clustered in the central region and along the coast, and lower-income families gravitate toward the more affordable outlying regions. This is also evidenced by the higher volume of families served in the outer regions. (see Table 9).

Methamphetamine is a significant problem in the county, followed by alcohol, other drugs, and heroin (see Table 11). Access to quality drug and alcohol services can be challenging as San Luis Obispo County Drug & Alcohol Services can have a waitlist at times. There are no inpatient residential treatment facilities or inpatient detoxification programs in San Luis Obispo County, which requires those individuals who are serious about recovery to travel out of county. By 11th grade, 44.6% of San Luis Obispo students will have used alcohol or other drugs. According to the California Healthy Kids Survey, eleventh graders in San Luis Obispo County are more likely to drink alcohol and use marijuana compared to their counterparts in California overall.

Table 11

Drug of Choice at Admissions to Treatment (all drugs)	San Luis Obispo Detox Report 2013	1530
<i>Alcohol</i>		331
<i>Methamphetamines</i>		459
<i>Heroin</i>		95
<i>Other Drugs</i>		202
Outpatient Detoxification Program	San Luis Obispo Detox Report 2013	81
<i>Male</i>		44
<i>Female</i>		37
<i>Total Number of Detoxifications started</i>		81
<i>Total returned to detox</i>		12
<i>Percentage of client successfully completed detoxification</i>		50%
Alcohol/Drug Use in Past Month (student reported), 2011-2013	www.kidsdata.org	30.8%
<i>7th Grade</i>		16.0%
<i>9th Grade</i>		31.5%
<i>11th Grade</i>		44.6%
Rates of Law Enforcement calls for domestic violence	Public Safety Report 2013	626

According to a 2013 report by ACTION for Healthy Communities, 36% of women reported using alcohol at least once during their pregnancy and 25% smoked cigarettes. Access to drug and alcohol services is critical to helping pregnant women stop using alcohol and drugs.

Additionally, the percentage of San Luis Obispo county residents (21 and older) who participated in binge drinking (39%) was greater than California overall (31%).

Poor mental health is a definite concern to Child Welfare Services, as it may negatively impact parenting and in some cases may cause serious harm to children. San Luis Obispo County Mental Health often has waitlists and access to counseling is not immediately available. Children involved with the Child Welfare system also can suffer from mental health issues and San Luis Obispo CWS works hard to screen all children for Katie A eligibility and generate appropriate referrals.

Table 12

Mental Health with CWS Involvement Data	Mental Health/Eligibility Assessment CWS Database	See Below
<i>Already Open Cases (when a referral is made to assess for Katie A)</i>		98
<i>Initial Referrals to Mental Health</i>		26
<i>Martha's Place Referrals</i>		34
<i>Total Open Subclass</i>		120

<i>Total Open Receiving Intensive Care Coordination (ICC)</i>		30
<i>Total Open Receiving Intensive Home Based Services (IHBS)</i>		30

According to 2011-2012 data from San Luis Obispo County Behavioral Health Department, 65.7% of outpatient mental health clients were Caucasian, 15.4% were unknown, 14% were Latino, 2.2% were African American, 1.6% were Native American, and less than 1% were Asian/Pacific Islander. Greater outreach, improved access to mental health services, and decreased stigma around receiving stigma are necessary to improve the overall mental health wellbeing of residents of San Luis Obispo County. Particularly, communities and individuals that identify as Asian/Pacific Islander and Latino may need more targeted, culturally relevant outreach and services to meet their needs, based on their lower percentage of participation in outpatient mental health services.

The number of domestic violence calls in 2012 in San Luis Obispo County was 626, which was a decrease since 2006. Calls about domestic violence do not always capture the level of domestic violence in a community, however, due to mixed feelings about involving law enforcement. According to the California Department of Justice, the number of calls regarding domestic violence in the county has decreased overall since 2006; certain regions of the county have experienced an increase in domestic violence calls in recent years. In particular, Atascadero, Paso Robles (North County cities) and Grover Beach (a South County city) have had increased numbers of calls related to domestic violence since 2009.

ACTION for Healthy Communities conducted a telephone survey in 2013 that revealed that 58% of San Luis Obispo County residents are concerned about racism in their community. Disparities in responses can be observed when respondents were asked whether they felt safe in their neighborhood. Almost 80% of respondents said they felt very safe, but only 37% of Spanish-speaking respondents felt very safe in their neighborhoods. Gun sales have increased in the county by 145% between 2006 and 2012. According to the Department of Justice, there were 5 hate crimes in San Luis Obispo County in 2014, 2 of which occurred in Paso Robles.

CHILD WELFARE POPULATION

San Luis Obispo County has a higher proportion of children with referrals than the state overall, as well as a higher proportion of children with referrals that have been substantiated (see Table 13).

In 2013, the percentage of San Luis Obispo County children who had referrals was 7.27%, which was higher than the state average. San Luis Obispo County also had a higher rate of children with substantiated referrals and a higher percentage of children in foster care compared to California overall.

PARTICIPATION RATES

Table 13

Element	Timeframe	SLO County		Statewide	
Number children <18 in population	2013	50,061		9,150,549	
Number of children with referrals	2013	3,639	72.7 per 1,000	482,265	52.7 per 1,000

Number of children with substantiated referrals	2013	609	12.2 per 1,000	81,381	8.9 per 1,000
Number of Foster Care entries	2013	211	4.2 per 1,000	31,666	3.5 per 1,000
Number of children in Foster Care	7/1/2013	348	7.0 per 1,000	53,019	5.8 per 1,000

Source: CDSS, prepared by the San Luis Obispo County Department of Social Services Information Reporting Team (CWS/CMS 2013 Quarter Trends Report)

In 2014, the number of children with referrals in San Luis Obispo County was very similar to the previous year, while California's percentage crept slightly higher.

Table 14

	Timeframe	SLO County		Statewide	
Number children <18 in population	2014	49,204		9,097,971	
Number of children with referrals	2014	3,563	72.4 per 1,000	496,972	54.6 per 1,000
Number of children with substantiated referrals	2014	490	10.0 per 1,000	79,179	8.7 per 1,000
Number of Foster Care entries	2014	163	3.3 per 1,000	31,667	3.5 per 1,000
Number of children in Foster Care	7/1/2014	292	5.9 per 1,000	54,634	6.0 per 1,000

Source: CDSS, prepared by the San Luis Obispo County Department of Social Services Information Reporting Team (CWS/CMS December 31, 2014 Quarter Trends Report)

Children aged 0-5 compose the largest proportion of received child abuse and neglect allegations (see Table 15). Approximately 56.5% of referrals for children 0-5 are substantiated, 12.5% for children 6-10, 7.3% for children 11-15, and 8.8% for children 16-17.

Table 15

CHILDREN WITH ONE OR MORE ALLEGATIONS TYPE BY AGE GROUP

Age Group	Disposition Type					Totals
	Substantiated	Inconclusive	Unfounded	Assessment Only/ Evaluated Out	Not Yet Determined	
Under 1	53	27	77	71	6	234
1-2	66	46	140	100	8	360
3-5	97	71	213	230	25	636
6-10	141	109	386	434	59	1,129
11-15	67	97	338	377	36	915
16-17	31	31	114	161	16	353
Total	455	381	1,268	1,373	150	3,627

Source: CWS/CMS 2015 Quarter 1 Extract

Table 16**CHILDREN (0-17) WITH CHILD MALTREATMENT ALLEGATIONS, SUBSTANTIATIONS, BY AGE GROUP**

Age Group	Total Child Population	Children with Allegations	Incidence per 1,000 Children	Children with Substantiations	Incidence per 1,000 Children	% of Allegations	Children with Entries	Incidence per 1,000 Children	% of Substantiations
Under 1	2,614	275	105.2	86	32.9	31.3	45	17.2	52.3
1-2	5,236	354	67.6	103	19.7	29.1	31	5.9	30.1
3-5	7,879	660	83.8	107	13.6	16.2	37	4.7	34.6
6-10	13,836	1,092	78.9	166	12	15.2	46	3.3	27.7
11-15	13,880	907	65.3	112	8.1	12.3	38	2.7	33.9
16-17	5,861	352	60.1	35	6	9.9	16	2.7	45.7
Total	49,306	3,640	73.8	609	12.4	16.7	213	4.3	35

Source: CWS/CMS 2015 Quarter 1 Extract

Table 17**NUMBER OF CHILDREN WITH THE FIRST ENTRIES STRATIFIED BY AGE**

Age Group	Number of Children with first entries stratified by age		
	Total Child Population	Children with Entries	Incident per 1,000 children
Under 1	2,614	42	16.1
1-2	5,236	27	5.2
3-5	7,879	31	3.9
6-10	13,836	35	2.5
11-15	13,880	22	1.6
16-17	5,861	6	1.0
Total	49,306	163	3.3

Source: CWS/CMS 2015 Quarter 1 Extract

Table 18**NUMBER OF CHILDREN WITH THE FIRST ENTRIES STRATIFIED BY ETHNICITY**

Age Group	Number of Children with first entries stratified by Ethnicity		
	Total Child Population	Children with Entries	Incident per 1,000 children
Black	403	8	19.9
White	27,766	95	3.4
Latino	17,650	58	3.3
Asian/P.I.	1,284	1	0.8

Nat. American	211	0	0.0
Multi-Race	1,992	0	0.0
Missing	0	1	
Total	49,306	163	3.3

Source: CWS/CMS 2015 Quarter 1 Extract

Table 19

NUMBER OF CHILDREN WITH SUBSEQUENT ENTRIES STRATIFIED BY AGE

Age Group	Number of Children with first entries stratified by age		
	Total Child Population	Children with Entries	Incident per 1,000 children
Under 1	2,614	42	16.1
1-2	5,236	27	5.2
3-5	7,879	31	3.9
6-10	13,836	35	2.5
11-15	13,880	22	1.6
16-17	5,861	6	1.0
Total	49,306	163	3.3

Source: CWS/CMS 2015 Quarter 1 Extract

Table 20

NUMBER OF CHILDREN WITH SUBSEQUENT ENTRIES STRATIFIED BY ETHNICITY

Age Group	Number of Children with first entries stratified by Ethnicity		
	Total Child Population	Children with Entries	Incident per 1,000 children
Black	403	2	5.0
White	27,766	33	1.2
Latino	17,650	15	0.8
Asian/P.I.	1,284	0	0.0
Nat. American	211	0	0.0
Multi-Race	1,992	0	0.0
Missing			
Total	49,306	50	1.0

Source: CWS/CMS 2015 Quarter 1 Extract

During the past five years, San Luis Obispo County Child Welfare Services has seen an increase in the number of referrals received by its Intake Unit. See Table 16-20 for a comparison from 2014 to 2015. This includes a large number of referrals that are “evaluated out” due to duplication or existing case management issues on current cases than those that are assigned officially for investigation.

Since May 2014, SLO County CWS has implemented a monthly Mandated Reporter Training which may be triggering the increase in referrals as other agencies and community members have a greater understanding of their duty to report suspected child abuse and neglect. The Department of Social Services in San Luis Obispo County has trained an average of 25-30 people per month at each training. Participants include staff from agencies throughout the county, such as Probation, Behavioral Health, schools, therapist, Family Care Network Inc (FCNI), and others.

Table 21

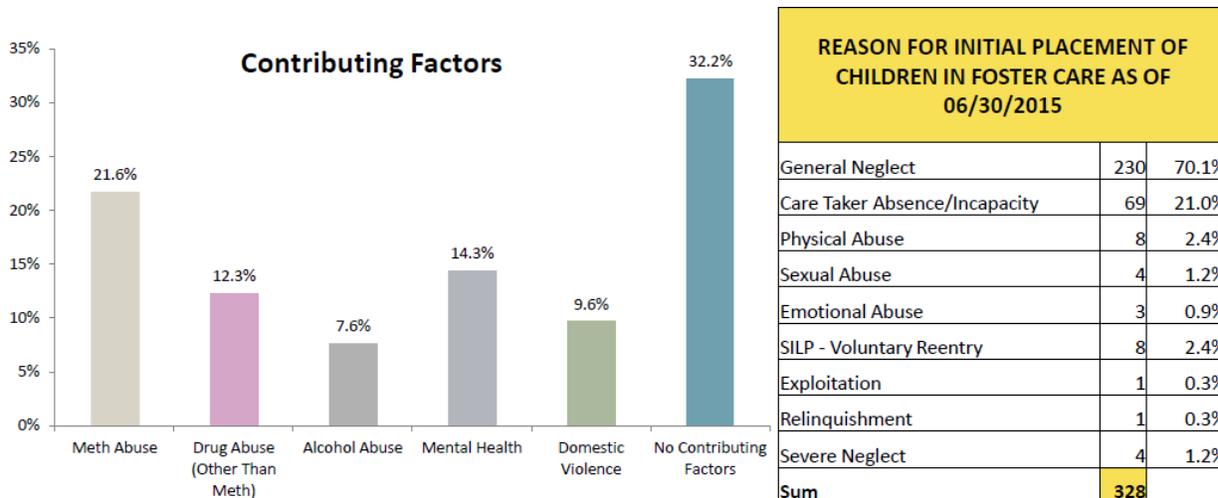
REFERRALS / Allegations	2014		2015		Change	
Total Referrals Received	377		444		67	
Path 1	27	7.2%	49	11.0%	22	3.9%
Total Referrals Closed	315		210		-105	
% Responded to by CWS	219	69.5%	155	73.8%	64	4.3%
% Path 1 Response	23	7.3%	5	2.4%	18	-4.9%
% Screened Out	73	23.2%	50	23.8%	23	0.6%
# of Substantiated Referrals and Substantiation Rate	32	19.9%	31	26.3%	-1	6.4%
Sexual Abuse	5	15.6%	0	0.0%	-5	-15.6%
Physical Abuse	1	3.1%	1	3.2%	0	0.1%
Severe Neglect	0	0.0%	1	3.2%	1	3.2%
General Neglect	29	90.6%	31	100.0%	2	9.4%
Emotional Abuse	0	0.0%	0	0.0%	0	0.0%
Exploitation	0	0.0%	0	0.0%	0	0.0%
Caretaker Absence	2	6.3%	4	12.9%	2	6.7%
Sibling at-risk for Abuse	1	3.1%	0	0.0%	-1	-3.1%
Substantial Risk	0	0.0%	0	0.0%	0	0.0%

Source: CWS Monthly Summary Report, May 2015

Due to the high volume of general neglect referrals in San Luis Obispo County, a high percentage of general neglect allegations are substantiated.

As of June 30, 2015, there were 328 San Luis Obispo County children in foster care placements (see Table 22). In over 70% of these cases, the children were removed from their homes due to general neglect. Methamphetamine and drug abuse (other than meth) are the most common complicating factors, followed by mental health concerns and domestic violence. About 65% of foster care cases included a factor related to methamphetamine abuse, drug abuse (other than meth), alcohol abuse, mental health issues, and/or domestic violence.

Table 22

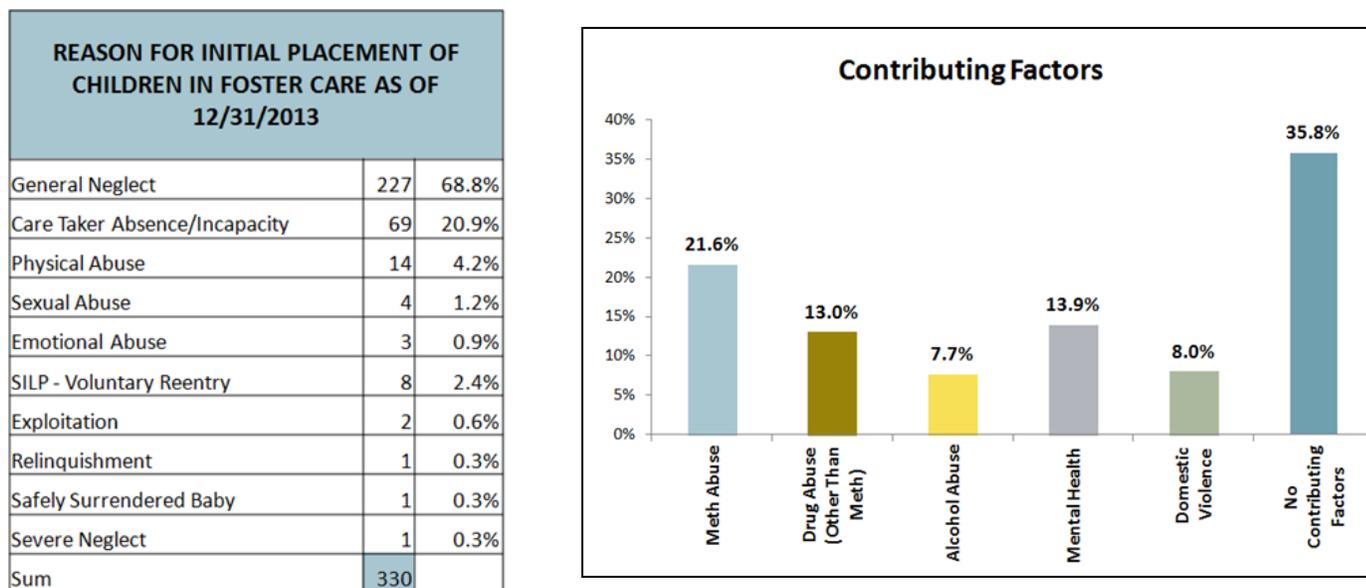


Source: San Luis Obispo County Foster Care Snapshot Report, June 2015

By comparison, in December 2013, the county experienced slightly higher numbers of physical abuse cases and less severe neglect cases than by June 2015 (see Table 23). Since 2013, the county has seen an increase in the percentage of cases influenced by mental health concerns.

It is important to note, that even though Table 17 shows that San Luis Obispo County had 0 referrals for Exploitation, further research has determined that this is not the case. From the period of 4/2014-6/2015, CWS had 17 allegations of Exploitation in San Luis Obispo County. Since the last CSA, San Luis Obispo County has implemented a Commercial Sexual Exploitation of Children (CSEC) Collaborative and provided several CSEC/Human Trafficking 101 Trainings to address the identification of CSEC youth.

Table 23



Source: San Luis Obispo County Foster Care Snapshot Report, June 2015

About 30% of all children in foster care under the supervision of the San Luis Obispo County Department of Social Services are placed with relatives or non-relative extended family members (NREFM). This is considered the most beneficial type of care for children who cannot be left in their own homes. San Luis Obispo County consistently ranks among the highest of all counties in California in this measure. Most of the county's relative/NREFM homes are located outside of the central and coastal regions of the county, concentrated in North and South County. This also applies to the Foster Family Agency (FFA) homes and county licensed foster homes. North County, in particular, is home to the largest percentage of out-of-home placements. This highlights the need for more services in the outlying regions of the county, just not in the city of San Luis Obispo. For example, Child Welfare Services has two Family Maintenance/Family Reunification units in Atascadero and one Emergency Response unit in North County to help meet this need. However, services specific to supporting foster children and resources families must be accessible to those who live outside the central region.

Table 24

REGIONAL OFFICE	Relative / NREFM Home	Foster Family Agency Home	Foster Family Home	Group Home	SILP	Guardian Home	Small Family Home	Sum
Arroyo Grande	12	9	23		3	5	3	55
Atascadero	17	10	28		3	7		65
Central	10	4	6	5	3	2		30
Coastal	8	3	8		2	3		24
Nipomo	14		2		1	3	1	21
Paso Robles	16	12	23		8	5	2	66
In-County Total	77	38	90	5	20	25	6	261

Source: San Luis Obispo County Foster Care Snapshot Report, June 2015

As noted previously, San Luis Obispo County is ethnically and racially less diverse than the state of California as a whole, which presents unique challenges.

Black children have a higher incidence per 1,000 of substantiated child maltreatment allegations than any other ethnic group in San Luis Obispo County (see Table 25).

Table 25

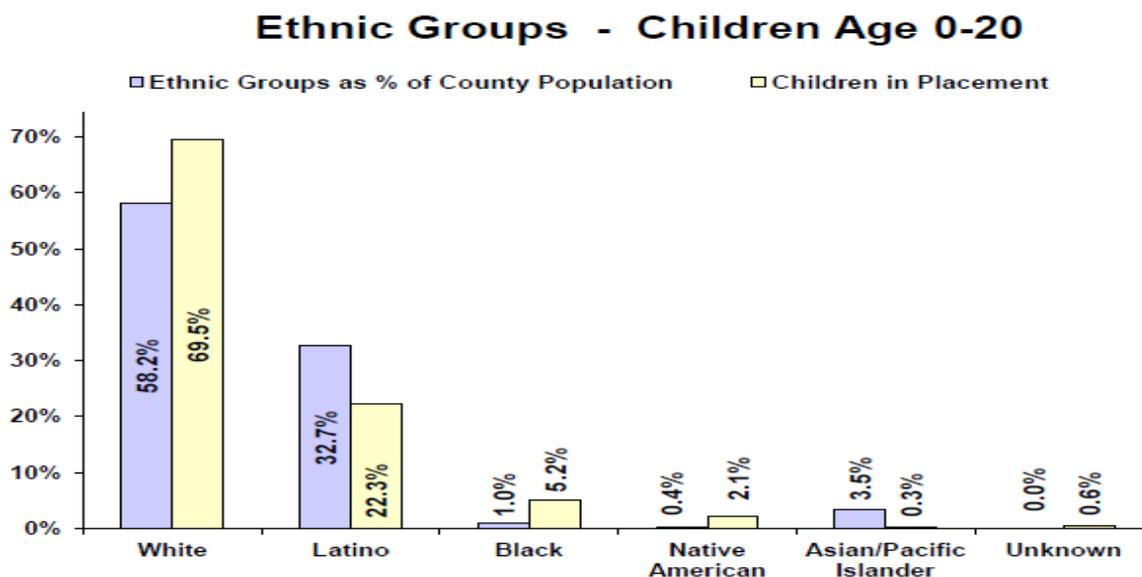
CHILDREN (0-17) WITH CHILD MALTREATMENT ALLEGATIONS, SUBSTANTIATIONS, BY ETHNIC GROUP

Ethnic Group	Total Child Population	Children with Allegations	Incidence per 1,000 Children	Children with Substantiations	Incidence per 1,000 Children	% of Allegations	Children with Entries	Incidence per 1,000 Children	% of Substantiations
Black	403	79	196	22	54.6	27.8	10	24.8	45.5
White	27,766	1,840	66.3	323	11.6	17.6	128	4.6	39.6
Latino	17,650	1,183	67	206	11.7	17.4	73	4.1	35.4
Asian/Pacific Islands	1,284	29	22.6	4	3.1	13.8	1	0.8	25
Native American	211	35	165.9	4	19	11.4	0	0	0
Multi-Race	1,992	0	0	0	0		0	0	
Missing	0	474		50		10.5	1		2

Source: CWS/CMS 2015 Quarter 1 Extract

While this higher percentage is generally consistent with nationwide data, it is important to consider how factors like poverty and race intersect. Considering that the county's Black population is at 2.2% (see 2), this disproportionate representation in terms of allegations will be carefully monitored to minimize potential disparity (see table 26 below). The Department of Social Services will continue to provide yearly cultural sensitivity training and the use of standardized assessments, such as structured decision-making to provide equitable response and services.

Table 26



Source: San Luis Obispo County Foster Care Snapshot Report, June 2015

Similarly, other ethnic groups are disproportionately represented among child abuse and neglect allegations. White children have a lower percentage of referrals compared to their relative proportion in the general population, but their allegations are more likely to be substantiated. Due to the fact that CWS/CMS system only requires Social Workers to choose one primary race/ethnicity from a drop down menu, this has led to a lack of comprehensive data around multi-race children.

There are comparatively fewer African American, Asian, and Native American children in foster care in San Luis Obispo County compared to other counties, so the percentages fluctuate significantly with only minor changes in the numbers. The actual number of children in foster care compared to the total county population is shown in red on Table 27 below.

Table 27

	# of Children in Placement	Age 0-20 Population
White	228	40556
Latino	73	22749
Black	17	692
Asian/Pacific Islander	1	2446
Native American	7	268
Multi-Race	0	2741
Unknown	2	data not available
Total	328	69632

Source: San Luis Obispo County Foster Care Snapshot Report, June 2015

JUVENILE PROBATION POPULATION

During the period starting July 1st, 2013 and ending June 30th, 2014, there were a total of 857 delinquency referrals to the Probation Department from law enforcement agencies. Of those, 227 resulted in the filing of WIC 602 petitions with the Delinquency Court. As of August 1, 2014, there were a total of 175 wards being supervised by Probation under the jurisdiction of the Juvenile Delinquency Court pursuant to Welfare and Institutions Code section 602.

Many of the referrals to Probation were diverted from formal court action through early intervention and community diversion services or were handled under a less restrictive form of court ordered supervision; this reduced the number of children who became wards of the court. There were a total of 93 cases under non-ward probation supervision including Community Diversion, Court Ordered Diversion, Deferred Entry of Judgment, and Probation without Wardship.

A total of 40 youth were under an out of home placement order. Of those, 15 were in Group Home care, 13 were in Supervised Independent Living Placements (SILPs), 2 were in Transitional Housing, 1 was placed with relatives, 3 were in custody, 3 were “whereabouts unknown”, and 3 were otherwise between placements.

Probation Population by Ethnicity	
Ethnicity	# of Youth
White	28
Hispanic	8
Black	4

Probation Population by Age	
Age	# of Youth
15	7
16	5
17	6
18	7
19	12
20	3

Source: CWS/CMS 2013 Quarter 4 Extract (Semi-Annual Report December 2013)

Extended Foster Care/After 18 took effect on January 1, 2012. This allows youth 18-21 years of age, designated as “Non-Minor Dependents” (NMDs), to remain in foster care up to age 21 if they meet specific criteria. Of the 40 Probation youth under an out of home placement order, 22 were NMDs over the age of 18. Of these NMDs, 11 were still under the delinquency jurisdiction of the court and the other 11 were under transition jurisdiction (no longer on probation).

CHANGES SINCE THE LAST CSA

Since the completion of our last CSA in 2010, San Luis Obispo County has implemented several new programs in an effort to reduce some of these barriers. In 2013, San Luis Obispo County implemented Safety Organized Practice (SOP). Since the implementation of SOP, staff has been able to improve engagement efforts with children, shift the focus for parents to a more behavioral specific language in order to create stronger case plans, and support parents in identifying and building safety networks.

With implementation of the Resource Family Approval (RFA) process, CWS has set a standardized licensing criterion that has leveled the expectations for the standard of care and improved services and support. For example, relatives and NRMF’s have the same requirements as foster parents to complete PRIDE training.

The implementation of Katie A, has allowed collaborative efforts between Behavioral Health and CWS that has created a strong infrastructure for assessing children for mental health disabilities consistently.

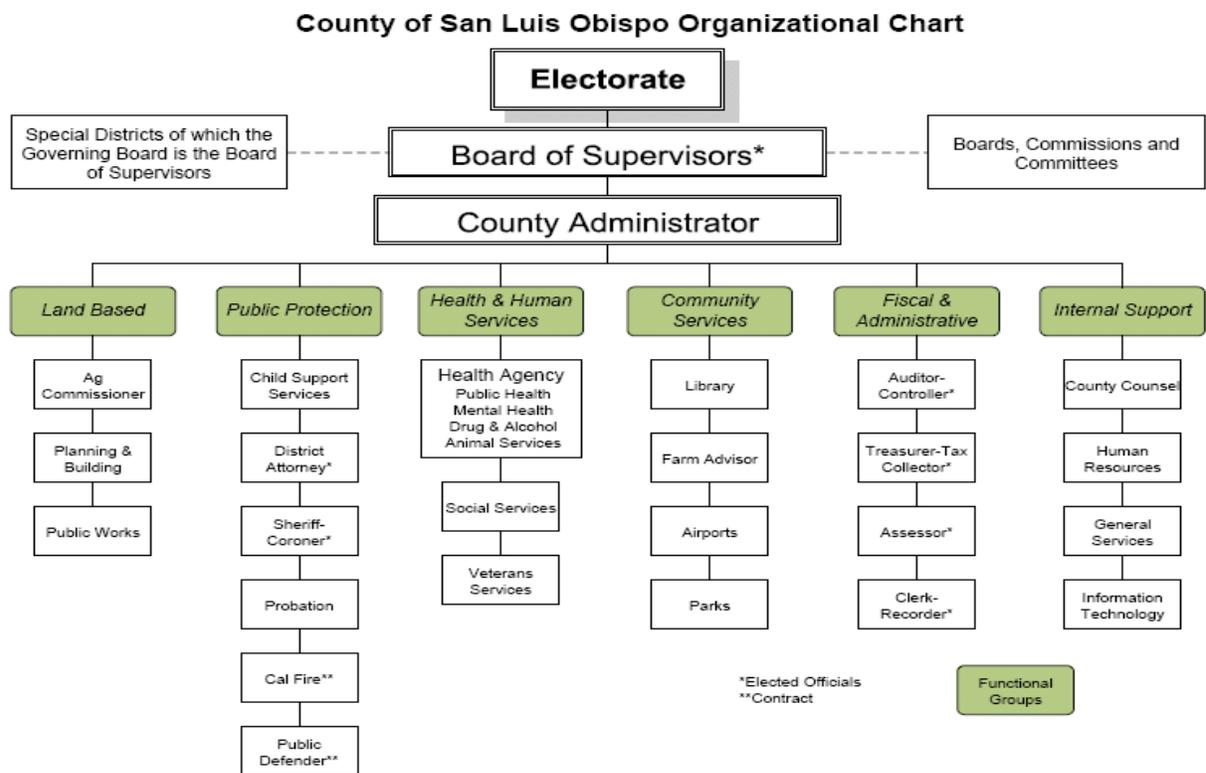
Additionally, the formation of a Commercial Sexual Exploitation of Children (CSEC) Collaborative Team in April 2014 has increased discussion and awareness to the needs of at-risk and identified CSEC youth. This team has identified gaps in services that are now being assessed in order to develop future plans that will increase services for at-risk youth, such as housing, mental health, employment, skill building, etc.

Public Agency Characteristics

The Department of Social Services and Probation are the two county agencies with primary responsibility for child welfare. However, both agencies also work in close collaboration with various community partner agencies to serve the children and families of San Luis Obispo County.

Both the Department of Social Services and the Probation Department are part of the government of San Luis Obispo County. The agencies are two separate entities, but work together to provide services to children and families. The Probation Department provides a wide array of services to both the juvenile and adult population of law offenders. The Juvenile Division is comprised of the Juvenile Investigations, Juvenile Review, Field Supervision and Placement Units, and provides services along a continuum of care, including prevention, intervention, supervision, and incarceration. The Child Welfare Services division of the Department of Social Services provides services that ensure safety and stability for children experiencing or at risk of abuse and neglect and, when possible, to keep them in their own homes. Additionally, the Department of Social Services provides aid for children placed in Foster Care, whether this is through Child Welfare Services or Probation. The Department of Social Services also administers the CalWORKs, Medi-Cal, Cal Fresh, General Assistance (known collectively as Participant Services) and Adult Services programs.

COUNTY GOVERNANCE STRUCTURE



POLITICAL JURISDICTIONS

It is the intention of Child Welfare Services and the Public Health Department to ensure that all children in out-of-home care have their health needs met through early identification, assessment, intervention and treatment of health care needs. The two agencies are committed to maximizing achievement of these goals by coordinated communication and cooperation in the implementation of the Health Care Program for Children in Foster Care (HCPFC).

At the initial hearing, each parent will provide CWS complete medical, dental, mental health, and education information for each child placed into custody, along with medical background on both

biological parents, if known, utilizing Judicial Council of California (JV-225) titled “Health and Education Questionnaire” form. A completed copy of form JV-225 will be given to the Foster Care Public Health Nurse (PHN), located at the CWS agency, within 72 hours of placement. The Foster Care PHN will provide program consultation to DSS in the development and implementation of the CHDP program policies related to the HCPCFC.

COUNTY CHILD WELFARE AND PROBATION INFRASTRUCTURE

CHILD WELFARE SERVICES

SOCIAL WORKER CASELOAD SIZE BY SERVICE PROGRAM, AS OF DECEMBER 2014

Child Welfare Services Current Caseloads				State Standards	
Program	Referrals or Cases	Social Worker Full Time Equivalent (FTE)	Average Cases or Referrals per FTE	SB 2030	Current Standard
Referrals	138	11.8	11.69		15.8
Family Maintenance	82	5.6	14.64	14	35
Family Reunification	128	12.9	9.92	16	27
Permanency Placement and Supportive Transition	236	13.7	17.23	24	54

Source: CWS/CMS, prepared by the San Luis Obispo County Department of Social Services Information Reporting Team

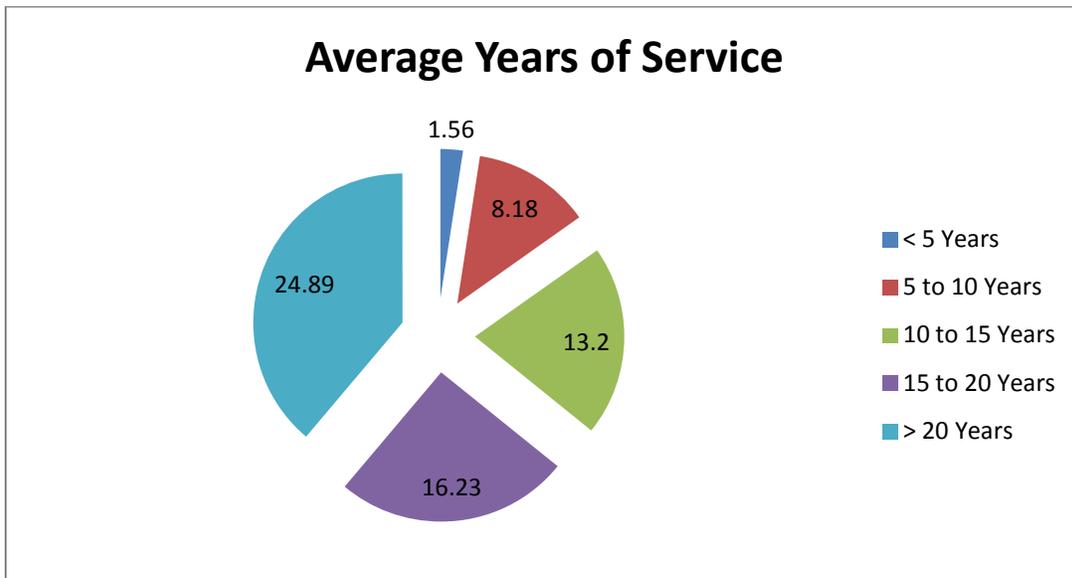
Social Workers are assigned to Intake, Emergency Response, Dependency Investigation, Family Maintenance/Family Reunification, Licensing, Placement, Adoption, Team Decision-Making facilitation and Options for Recovery. The Department of Social Services contracts with Community Action Partnership of San Luis Obispo County (CAP-SLO) for prevention and early intervention services. CAP-SLO Parent Advocates are co-located in Department of Social Services offices. San Luis Obispo County also contracts with Family Care Network, INC for the Independent Living Program (ILP) to provide ILP and permanency services to both Child Welfare and Probation youth and staff.

STAFFING CHARACTERISTICS/ISSUES

As of December 2014, the Department of Social Services has 482 filled positions, which includes staff in Child Welfare Services, Participant Services, Adult Services, Management, Information Technology, Fiscal, Administrative Support, Staff Development and Human Resources divisions. Management includes the Director, Assistant Director, Regional Managers, Division Managers and Program Managers. Regional Managers directly supervise staff in Child Welfare Services, Participant Services and Adult Services. Allocated positions distinct to Child Welfare Services include:

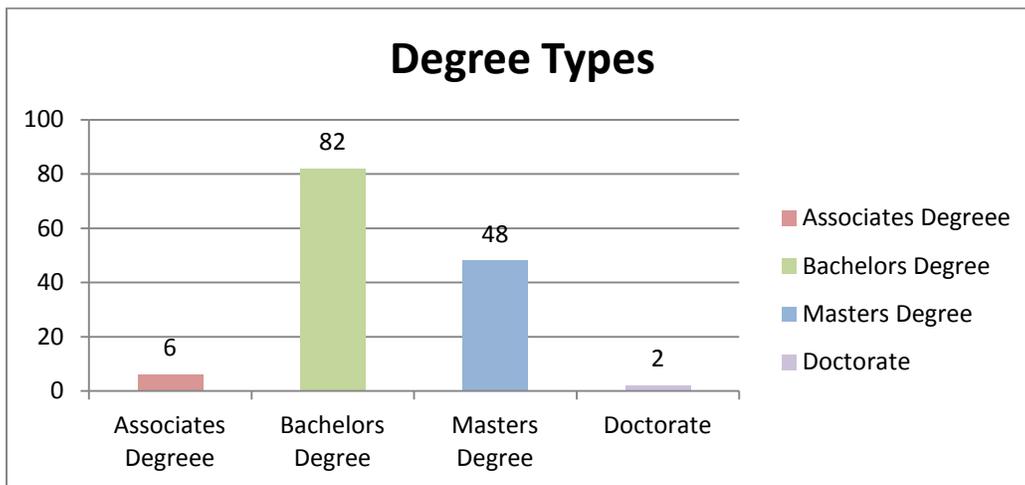
CWS Staffing Position Details		
Position Type	Positions Filled	Monthly Salary
Social Worker (I, II, III, IV)	53.75	\$3,612.27-\$6,108.27
Social Worker Supervisor (I, II)	11	\$5,024.93-\$6735.73
Administrative Assistant (II, III)	18	\$2,754.27-\$3,719.73
Supervising Legal Clerk (I, II)	2	\$3,650.40-\$4,811.73
Legal Clerks	4	\$3,399.07-\$4,137.47
Program Manager (I, II) (Prevention, Case Management, and Foster Care/Adoption)	4	\$5,191.33-\$6,943.73
Program Review Specialist	7	\$4,243.20-\$5,158.40
Community Service Aide	15	\$2,282.80-2,775.07

The Department of Social Services currently has 29 vacancies. Child Welfare Services has 16 vacancies, including 1 full-time Social Worker, 0 Social Worker Supervisor, 1 Administrative Assistant, and 1 Community Service Aide vacancies. This is the first time, since the economic decline, that Child Welfare Services is fully staffed with Social Workers. However, this is current data. A new Social Worker Class was hired and trained in July of 2014 that filled the vacancies of 9 Social Workers in Child Welfare Services and 2 Social Workers in Adult Services. Prior to this class, retention had been low in several of the newly hired Social Worker classes for Child Welfare Services, consequently leaving several Social Worker vacancies, specifically during the period of this Assessment (December 2013). Low retention was due to many of the new Social Workers being hired from other counties, who ultimately left San Luis Obispo County to return to their county of origin. The Department of Social Services implemented a succession plan to allow other current staff the opportunity to promote to a Social Worker I position based on their experience with the agency. The hope is that by allowing succession planning to current staff that already lives in San Luis Obispo County and vested in the Department, retention will begin to increase. Even though there is a current trend of high turnover of CWS staff, staff overall for the department varies in years of service, which the largest portion of employees working 20 years plus.

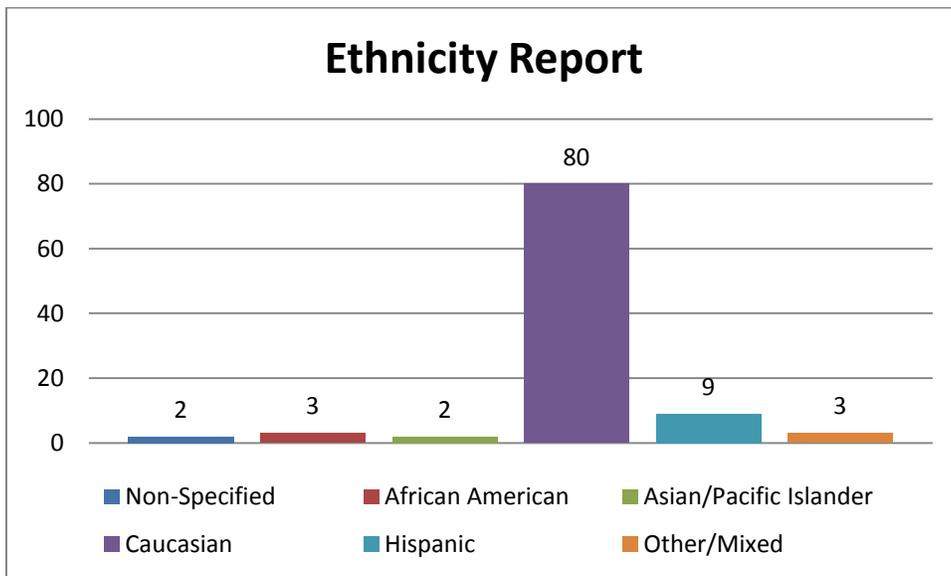


The Department of Social Services enlists the help of the County Human Resources Department in order to recruit new staff. The County Human Resources Department publishes all vacancies on the county classified website which is accessible to the general public. Typically, all recruitments will remain open for a period of two weeks. It takes an average of 6 weeks to go through the whole recruitment process for new hires from start to finish.

Social Services has worked with several MSW programs through several universities to recruit MSW candidates. The Department has a strong MSW intern program that allows for many interns to be hired as full-time employees right after graduation. Additionally, the process for hiring Social Workers is competitive and generates applications from candidates with various degrees of education.



The Department of Social Services strives to have a diverse pool of employees. To have a diverse staff that can relate, communicate, and understand cultural differences in the general population, helps build a higher level of trust with the community with the Department and more specifically with CWS. Even though this is a goal of the Department’s, unfortunately, much like the general population as a whole, Social Services also has a much higher population of Caucasian employees over any other ethnicity. This merely reflects San Luis Obispo County’s demographic trends for similar reasons mentioned previously in the county demographics section.



PROBATION

DEPUTY PROBATION OFFICER AVERAGE CASELOAD SIZE BY SERVICE

Juvenile Probation Program, as of December 10, 2014

Program	Juvenile Field	Juvenile Drug Court	Placement	Juvenile Review/Diversion
Cases	25-30	15-20	15-20	50

Juvenile Deputy Probation Officers are assigned to Juvenile Investigations, Pre-Jurisdictional, Juvenile Field, Juvenile Drug Court, Placement, Juvenile Review/Intensive Community Diversion, Truancy, Youth in Action, and Community Schools. Probation also contracts with Drug and Alcohol Services, Court Appointed Special Advocates, and other local community based providers for additional services.

STAFFING CHARACTERISTICS/ISSUES

As of December 10, 2014, Probation has 145.5 filled positions in both Adult and Juvenile Probation. Management includes the Chief Probation Officer, 4 Chief Deputy Probation Officers and 1 Business Manager.

Juvenile Probation Staffing Position Details		
Position Type	Positions Filled	Monthly Salary
Chief Deputy	1	\$8,172.67-\$9,935.47
Supervising Deputy Probation Officer	4	\$5,855.20-\$7,117.07
Deputy Probation Officer (III)	2	\$5,340.40-\$6,491.33

Deputy Probation Officer (I, II)	21	\$4,392.27-\$5,933.20
Supervising Administrative Clerk (I, II)	1	\$3,633.07-\$4,943.47
Probation Assistant	1	\$3,551.60-\$4,317.73
Legal Clerk	2.5	\$3,399.07-\$4,137.47
Administrative Assistant (II, III)	2	\$2,754.27-\$3,719.73
Student Intern	2	\$0

Probation currently has 8 vacancies, none of which are in Juvenile Probation. Probation has 3 Deputy Probation Officers (DPO) and 1 Supervising Deputy Officer (SDPO) allocated to the Placement Unit. All positions are currently filled. Probation has experienced an increase in hiring in Adult Probation due to increases in the adult offender population as a result of AB109 Public Safety Realignment. There are no identified issues with turnover or retention but Probation has experienced additional position changes due to internal promotions. The probation placement officers that currently make up the Placement Unit have an average of 11.5 years of experience working with children and families.

Probation works with County Human Resources to open a competitive recruitment. Candidates that meet the minimum requirements are then moved on to further testing including; screening for education and experience, oral board exams and department hiring interviews.

Probation officers are required to have a bachelor's degree in the social or behavioral sciences. Related work experience involving the care, supervision, education, counseling, or leadership of adults or youths may be substituted for the required education on a year-for-year basis.

In addition, all probation officers are required to complete a six-week Core Course to obtain a Standards for Training in Corrections (STC) Certificate. Probation placement officers are also required to complete an additional nine-day Placement Core Academy within 24-months of being assigned a placement caseload. All probation officers are required to have a current First-Aid / CPR certificate.

Just as with Social Services, Probation also has a higher percentage of Caucasian employees versus other ethnicities. However, they too strive to have more diversity within the Probation Department. Currently, Probation has one Probation Placement Officer, out of three, that is bilingual in Spanish and English and is assigned all placement cases with Spanish speaking youth or families.

FINANCIAL/MATERIAL RESOURCES

In Fiscal Year 14/15 the Department of Social Services was allocated \$12,325,576 for Child Welfare Services, plus an additional \$1,460,674 for Adoptions. The Department of Social Services also uses the Child Welfare Services Outcome Improvement Project Augmentations. Due to San Luis Obispo County being a Cohort 1 County, the Department of Social Services receives \$1,343,127 in Redesign funds. From FFY 2007-2008 through FFY 2010-2011, the Department of Social Services received \$100,000 per year from the Stuart Foundation for being a Family to Family Anchor Site. The Department of Social Services provides \$40,000 to Public Health for a Public Health Nurse to work with 0-5 year old children in the Child Welfare System.

During Fiscal Year 2013/2014, the Office of Child Abuse Prevention allocations for community-based prevention services include \$131,923 for Promoting Safe and Stable Families (PSSF), \$81,308 for Child Abuse Prevention, Intervention, and Treatment (CAPIT), \$17,030 for Community Based Child Abuse Prevention (CBCAP), and \$22,812 for the Children's Trust Fund. The Department of Social Services is responsible for allocating CAPIT and PSSF funds. The Department of Social Services Prevention Program Manager in Child Welfare Services is the County's CAPIT and PSSF liaison.

In San Luis Obispo County, PSSF and CAPIT funds have been used primarily to provide direct services via family advocates and parent educators that work out of family resource centers throughout the county. Therapeutic childcare, parent recovery support, and leadership programs have also been funded. Funding is leveraged with Medi-Cal, agency, grant and other funding to maximize support for primary prevention and early intervention services in the county's system of care for children.

Locally, both the CBCAP and the entire Children's Trust Fund allocations flow directly to Center for Family Strengthening (CFS) in support of permanent staffing and programming compatible with the intent of the funds. Specifically, CFS uses CBCAP funds to provide the Promotores Collaborative of San Luis Obispo which is a Parent Leadership program. CFS also provides coordination of the Partnership for Excellence in Family Support, San Luis Obispo County's Family Resource Center network.

The Children's Trust Fund supports educational programs for children and teens, including "Talk about Touching" child safety training and "Real Care Parenting" which addresses the consequences of teen parenting. It supports trainings such as Mandated Reporter of Suspected Child Abuse Training, the Child Abuse Prevention Academy, Public Forums, and leadership and fiscal agent services for the evolving Family Resource Center Network. The Children's Trust Fund also supports public awareness and public education efforts including collaborating with the Local Child Care Planning Council on such Child Abuse Prevention Month activities as Children's Day in the Plaza. Additionally, they declare Child Abuse Prevention Month via a public proclamation by the County Board of Supervisors. The Children's Trust Fund in combination with private donations also supports maintenance of the CFS, (www.sloparents.org).

CFS leverages the allocation by soliciting donations, pursuing grants, and fundraising to strengthen the aforementioned child abuse prevention advocacy efforts and projects. Stable funding for CFS operations allows its Executive Director to partake in leadership efforts for local, regional, and state initiatives in the family support field, including the Partnership for Excellence in Family Support and Coastal Tri-Counties Child Abuse Prevention Coalition with Santa Barbara and Ventura counties. The Executive Director promotes parent involvement on the development of planning/decision-making tables for child-focused services such as the Promotores Collaborative of San Luis Obispo and guides the improved function of Child Death Review Teams in San Luis Obispo, Santa Barbara, and Ventura counties.

CFS is responsible for convening the Partnership for Excellence in Family Support (PEFS). PEFS is the county's Family Resource Center network, in which the Child Welfare Services Prevention Program Manager participates. Fourteen of the eighteen identified family strengthening organizations (including CAPIT and PSSF recipients) in San Luis Obispo County are members of PEFS. PEFS is intended to coordinate family strengthening services and child abuse and neglect prevention resources throughout the county. The cost of convening the network is partially funded by CBCAP funds, which are also used to contract with a project coordinator for the parent education component of the network. The Executive Director of CFS is a member of the Children's Services Network.

A Child Welfare Services Prevention Program Manager sits as a liaison at CFS Board of Director Meetings. In addition, CFS staff participates with the Program Manager to deliver Mandated Reporter of

Suspected Child Abuse presentations throughout the county. The Program Manager partners with Cuesta College to provide an annual Child Abuse Prevention Academy. Local professionals present on the following components:

- California Mandated Reporter Law
- Recognizing Child Physical and Sexual Abuse
- Impact of Violence on Child Development
- Child Welfare Services Community Response

The Mandated Reporter Trainings are funded through the Children's Trust Fund and Cuesta College provides the Academy venue at no cost. Early Childhood Education and Nursing students are assigned by their instructors to attend the Academy.

Juvenile Probation's FY 2013-14 budget was \$4,489,122. This includes state and federal aid, as well as the Youthful Offender Block Grant, monies from the Juvenile Justice Crime Prevention Act and Proposition 172. Juvenile Probation also receives \$50,000 from the Atascadero Unified School District to help fund one Deputy Probation Officer position to provide truancy services and \$360,525 from the San Luis Obispo County Office of Education to fund 3.5 Deputy Probation Officer positions to provide services at community schools.

CHILD WELFARE/PROBATION OPERATED SERVICES

San Luis Obispo County is comprised of seven cities and nineteen unincorporated areas, each with its own unique population, characteristics, and politics. Ethnic and cultural issues differ depending upon the individual community. Nipomo and Paso Robles, in particular, require more bi-lingual staff to serve the needs of their Hispanic population. In an effort to more effectively serve the different regions of San Luis Obispo County, the Department of Social Services has six regional offices. These are the San Luis Obispo Central and Coastal location, North County offices in Paso Robles and Atascadero, and South County offices in Arroyo Grande and Nipomo. There are Emergency Response units located in the Paso Robles and Arroyo Grande offices. Family Reunification/Family Maintenance units are located in the Nipomo, Atascadero, and San Luis Obispo offices. The Intake, Court, Adoption, and Placement units are centrally located in San Luis Obispo. All offices have both Participant Services and Child Welfare Services and Adult Services staff working together to better serve the families in their regions.

In order to better serve the needs of clients, Juvenile Probation Officers are assigned to duties throughout both the northern and southern region of San Luis Obispo County. Probation Officers work out of one of two offices in San Luis Obispo as well as being stationed at community schools. There is also one Probation Officer assigned to a truancy position with the Atascadero Unified School District.

The Juvenile Services Division is made up of the following units:

- Court and Investigations
- Supervision
- Diversion and Prevention
- School Based Programming
- Placement and Transitional Aged Youth

San Luis Obispo County also has two Services Affirming Family Empowerment (SAFE) offices, one in Arroyo Grande and another in Paso Robles, as well as The LINK, a community-based team in Atascadero. SAFE is a community based, school-linked program designed to bring a variety of services to children and families. SAFE Family Advocates provide prevention and intervention assistance. SAFE can also facilitate meetings with the family and service providers in order to develop a plan of action to help find solutions to problems the family may be facing. SAFE helps to contribute to the maintenance of a mutually supportive relationship between the Department of Social Services, Probation, and other community agencies.

COUNTY-OPERATED SHELTER(S)

San Luis Obispo County contracts with Family Care Network Inc. (FCNI), a private non-profit Resource Family Agency, to provide nine shelter beds for ambulatory children ages 10-18. Eight of the beds are designated for use by Child Welfare Services, and one bed is reserved for use by Juvenile Probation. The emergency shelter beds are provided by certified Resource Family homes licensed by the FCNI, and are located in various areas throughout the county. Shelter care is used when less restrictive resources, such as relatives and non-related extended family members, are not available. A listing of available shelter beds is updated daily and posted on DSSNet, the Department of Social Services' intranet website. Prior to using the shelter bed, Social Workers must call a Family Care Network placement worker who is available 24 hours a day/7 days a week. The Department of Social Services also has an agreement with Aspiranet, another Foster Family Agency, who will assist with emergency shelter for children less than 10 years of age. Aspiranet is to be considered only in an emergency situation after all other emergency shelter homes have been exhausted.

San Luis Obispo County policy states, children under age 10 should not be placed in shelter care unless absolutely necessary and approval must be obtained from management. Ideally, children remain in shelter for a maximum of three days or less until a less restrictive placement is found. Depending upon available resources, children may remain in the shelter for up to thirty days. In an effort to expeditiously find a less restrictive placement resource, Probation and Child Welfare Services hold weekly meetings with Family Care Network Inc. to staff the cases of children in shelter care.

COUNTY LICENSING

The Department of Social Services has a Memorandum of Understanding (MOU) with the California Department of Social Services (CDSS) which allows Child Welfare Services to license resource family homes. The licensing unit, consisting of one Social Worker Supervisor, 4.5 Social Workers and 1.5 Administrative Assistants, handles the licensing of all resource family homes in the county. Social Workers are responsible for ensuring that all regulations are met prior to the issuance of a license. This includes, but is not limited to, completing criminal records checks and inspection of the grounds for space and safety issues. Resource Families are required to complete Parent Resource for Information, Development, Education (PRIDE), CPR and First Aid training prior to receiving a placement. Annual renewals are completed on all resource families by a designated licensing Social Worker.

Since November 1, 2013, San Luis Obispo County has transitioned to approving all new caregivers under new Resource Family Approval (RFA) guidelines. The Department has entered into a MOU with CDSS to be an early implementing county in the Resource Family Approval Program. Under RFA guidelines all caregivers, including relatives, are approved using a single unified process. This process includes a criminal background check, pre-approval training, a permanency assessment, a health assessment, and home and grounds approval. Pre-approval training consists of 27 hours of training, which is a mix of

curriculum designed to help caregivers appropriately parent traumatized children, as well as CPR and first aid training and health screening assessments. Permanency Assessments are completed for all caregivers and are designed to replace the existing adoption home study models. By completing permanency assessments up front, families are ready to move to permanency faster should the family be unsuccessful in reunification efforts. San Luis Obispo feels that the expanded training and support our relative caregivers are now receiving has been very beneficial for our foster children. The relative caregivers themselves have identified how helpful the training has been to better prepare them to address the emotional and behavioral needs of the children in their care. Along with the change of practice, RFA has changed the language that our county uses to refer to foster parents, relative, and kinship; instead they are now called a Resource Family. This has been changed to acknowledge that Resource Families not only support foster youth, but they are also resources for the family.

Child Welfare Services also has a process to investigate all complaints on resource families. Depending on the outcome of the investigation, a corrective action plan may be implemented or the case may be referred to the State for revocation of the license. Child Welfare Services continues to work to prevent placement disruptions. To improve the quality of placements and help meet the Child and Family Services Review (CFSR) standards for children in out-of-home care, Child Welfare Services began implementation of Structured Decision Making (SDM) for Substitute Care Providers in 2009. This system consists of three assessments to identify gaps between the child's needs and a Substitute Care Provider's care giving abilities. The goals of SDM for Substitute Care Providers are to promote safety, stability, and well-being for children in out-of-home care and to provide Social Workers with the information necessary to identify the best placement option for a child, as well as the types of support the placement may need to be successful.

COUNTY ADOPTIONS

Child Welfare Services is also licensed to provide adoption services. There is one Adoption Unit, comprised of one Social Worker Supervisor, seven Social Workers, and two Administrative Assistants. In addition, there is one half-time Social Worker position to provide Specialized Training to Adoptive Parents. All Adoption Social Workers must have related master's level degrees. Adoption Social Workers provide case management support as they assist with assessing and implementing the most appropriate permanent plan for a child whose reunification with their parents was unsuccessful. Adoptions Social Workers are assigned as Secondary Social Workers to all cases in Family Maintenance/Family Reunification. By assigning the Adoptions worker as a Secondary Worker, the focus up front is on creating permanency for the child. When serving in the role of a Secondary Adoption Social Worker, they assist either the Primary Family Reunification or Dependency Investigation Social Worker with identifying and assessing an appropriate concurrent plan for children. Adoption Social Workers also facilitate adoption through designated relinquishments and Safely Surrendered Baby situations. The prior recent Peer Review focused on Timely Adoption for Child Welfare Services, and the Adoption Unit successfully implemented many of the ideas generated during the Peer Quality Case Review process. For example, our Adoption Unit began managing their own adoptions calendars which has helped expedite the adoptions process. This resulted in our adoption measures increasing to above state levels in all areas.

OTHER COUNTY PROGRAMS

School Districts

San Luis Obispo County District Office of Education
Almond Acres Charter Academy
Atascadero Unified School District
Bellevue-Santa Fe Charter School
Cayucos Elementary School District
Coast Unified School District
Grizzly ChalleNGe Charter School
Lucia Mar Unified School District
Paso Robles Unified School District
Pleasant Valley Joint Union School District
San Luis Coastal Unified School District
San Miguel Joint Union School District
Shandon Unified School District
Templeton Unified School District
San Luis Obispo Community College (Cuesta)

Law Enforcement

Arroyo Grande Police Department
Atascadero Police Department
Cal Poly Police Department
Cuesta College Public Safety
Grover Beach Police Department
Morro Bay Police Department
Paso Robles Police Department
Pismo Beach Police Department
San Luis Obispo Police Department
San Luis Obispo County Sheriff's Department

The mission statement of the Department of Social Services; "We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County," reflects the commitment to working with the community. Probation's mission also reflects a commitment to the community; "The Probation Department contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Court through community supervision; assisting victims; operating a safe and secure Juvenile Hall; and facilitating the socialization of offenders." Both agencies collaborate with community partners, engage in outreach activities and participate in training and community awareness programs, such as Court Appointed Special Advocates training and Mandated Reporter Training.

CALWORKS

The CalWORKs program provides time-limited monthly cash payments to families with children under 19 who qualify until graduation from High School. At least one child in your home must need cash aid because of the death, illness, injury, unemployment or continued absence of one or both parents. Your family's property and income are the other major factors that determine if your family will be able to get aid. You can only receive CalWORKs as an adult for 60 months in your lifetime unless you are exempt. There is no time limit for children.

CalWorks greatly assists both CWS and Probation in working with the family to provide stability and to assist with reunification services.

PUBLIC HEALTH

The San Luis Obispo Public Health Department improves and maintains community health by identifying health issues, preventing disease and injury, influencing policy development, and promoting healthy behaviors through leadership, collaborative partnerships, education, direct services, surveillance, and case management and payment for eligible indigent medical care.

Public Health provides critical prevention and ongoing services for the families CWS and Probation serve both in foster care and in their family home.

DRUG AND ALCOHOL SERVICES

Drug and Alcohol Services promotes safe, healthy, responsible, and informed choices concerning alcohol and other drugs through programs responsive to community needs.

Drug and Alcohol Services provides services to the parents with substance abuse issues involved in the CWS system. Drug and Alcohol services also works with CWS in the Family Treatment Court program to assist with a higher level of accountability in their drug treatment leading to shorter time periods before reunification occurs. Probation youths are also provided critical services from Drug and Alcohol services to assist with youths with identified substance abuse issues.

MENTAL HEALTH

The San Luis Obispo County Mental Health Services Department offers a full range of specialty mental health services provided by a culturally diverse network of community mental health programs, clinics and private psychiatrists, psychologists, and therapists. Most people seeking behavioral health services need only basic counseling services. For those who are in need of more extensive treatment, the Mental Health Services Department offers an array of services.

Mental Health provides ongoing services to the parents and children in both CWS and Probation. The Mental Health Services assist in stabilizing youths in foster care while working with the families and caregivers to assist in caring for their special needs.

TRI-COUNTIES REGIONAL CENTER

Tri-Counties Regional Center provides supports and services for individuals with developmental disabilities living in San Luis Obispo, Santa Barbara and Ventura Counties so that they may live fully and safely as active and independent members of our community.

CWS and Probation youths utilize these services to help stabilize their home environment both at home and in foster care.

COUNTY OFFICE OF EDUCATION

The Department of Social Services and Probation are involved with the County Office of Education and school districts on a number of levels. Social Workers and Probation Placement Officers work with schools to determine appropriate school placement for foster youth in order to comply with Assembly Bill 490, which ensures educational rights and stability for foster youth. Additionally, a representative from the County Office of Education attends the weekly Interagency Placement Committee meetings. To improve working relationships, Child Welfare Services Staff Development meets quarterly with district

foster care liaisons to discuss issues and changes. The Department of Social Services provides mandated reporter training to school personnel and offers monthly Mandated Reporter Training at the Department of Social Services San Luis Obispo office.

Juvenile Probation has placed Probation Officers at community school sites in the county to supervise at-risk minors, deal with behavioral problems, address truancy issues and refer minors to community resources as needed. Atascadero Unified School District has also partnered with Probation in an effort to reduce truancy. One Probation Officer is assigned to Atascadero Unified School District as a Truancy Officer. The goal of this Probation Officer is to increase attendance in the District by identifying youth developing poor attendance patterns and providing early intervention services. Probation Officers communicate and collaborate with school districts and specific school sites to address academic and behavioral issues with juveniles on probation.

The schools were very responsive during the recent County Self-Assessment Community Forums. A recurrent concern for the schools is Child Welfare Services response to allegations of abuse. In response, the Mandated Reporter trainings provided by CFS and the Department of Social Services are being revised to:

- Educate on the mission of the Department of Social Services
- Promote the prevention, early-intervention, and collaborative services offered by Child Welfare Services
- Emphasize the purpose of Differential Response, including the role of the Community Action Partnership of San Luis Obispo County in responding to low risk referrals
- Explain how referrals are processed by Child Welfare Services

In addition, the Department of Social Services has implemented a three hour, comprehensive Mandated Reporter Training that is held monthly and provides a Mandated Reporter Training certificate at the completion of the training.

Other topics brought up by school personnel at the community forums included access to information, absence of school-based Social Workers in the schools, and the need for resource services for unaccompanied minor/homeless youth. The popularity of the Probation program Youth in Action was frequently mentioned as evidence of a successful school-based program. The Probation Department worked with community partners to expand this program and it is now available in both the northern and southern regions of the county.

LAW ENFORCEMENT

Child Welfare Services and Probation both have a strong collaborative relationship with local law enforcement agencies. Law enforcement is available to accompany Emergency Response (ER) Social Workers when there is an immediate referral/threat, Law Enforcement is requesting assistance, or a Social Worker has to respond during After Hours. ER Social Workers also accompany Law Enforcement on countywide coordinated drug related responses where children are present at the site. Law enforcement provides periodic trainings for Child Welfare Services staff on such topics as identification of narcotics. These trainings increase the contact between Child Welfare Services and Law Enforcement staff and forge closer working relationships. Juvenile Probation coordinates with Law Enforcement on probation cases and diversion programming. They collaborate to process law enforcement referrals. Probation also meets regularly with School Resource Officers.

The Department conducts a weekly Interagency Placement Committee (IPC) Meeting where members from Child Welfare Services (Intake Social Worker Supervisor), Probation (Supervising Deputy Probation Officer – Juvenile Placement and Transitional Aged Youth Services), Mental Health (Assigned therapist), Family Care Network, Inc (director and supervisor of WRAP Services), and Placement Social Worker meet in regards to placing youth who involve a certain criteria. The criteria is when the youth is at-risk of going to a level 10-14 placement, or a youth who is returning from a level 10-14 placement (in county or out-of- county) and there is a continued need for services at level 10-14. They also meet when a youth who is being considered for an Intensive Foster Care Home, Wraparound services or Wrap Foster Care (i.e.: AB163 or 4E). Case Managers and school personnel shall consult, whenever possible, with the IPC for youth who are about to be placed in non-public school pursuant to an Individual Evaluation Plan (IEP) to assure the least restrictive services will be provided. The IPC meets for all youth who are being considered for Transitional Housing Placement Program (THPP) Transitional Housing Program Plus (THP+) Foster Care, and for Annual WRAP Reviews. The team is ensuring that a safe and stable home is found for the youth while providing therapeutic and intervention services.

State and Federally Mandated Child Welfare/Probation Initiatives

SAFETY ORGANIZED PRACTICE

The Department has been training staff in Safety Organized Practice (SOP) which is a holistic approach to collaborative teamwork that seeks to build and strengthen partnerships within a family, their informal support network of friends and family, and Child Welfare Services. SOP utilizes strategies and techniques in line with the belief that a child and his or her family are the central focus and the partnership exists in an effort to find solutions that ensure safety, permanency, and well-being for children.

Social Workers are ensuring case plans are behavior centered rather than merely service focused. This change provided clients with a clear and concise document outlining exactly what behavioral changes the Department and the court expects when an objective is being required. It is these behavioral changes, actions of protection taken by the parent that mitigate the danger, that demonstrate movement towards a child's safety in parental care.

COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN

The Commercial Sexual Exploitation of Children (CSEC) Collaborative Response Team of San Luis Obispo County is taking a victim centered approach to ensure that youth who are sexually exploited get the support and services they need. The primary goal is to help youth of Commercial Sexual Exploitation (CSE) heal, address their trauma, build skills to enter adulthood and contribute to society.

CSEC Collaborative Response Team, more specifically, the newly appointed San Luis Obispo County CSEC Speakers Bureau, will provide training for community stakeholders working with youth in child serving systems. The training will bring awareness to help identify sexually exploited and at-risk youth while providing services and supports for CSEC, and education on the use of culturally competent and trauma-informed practices.

In collaboration, identified agencies will develop a standardized curriculum to provide ongoing training and mentoring for all staff. CSEC training will be infused into existing training curricula. There has been ongoing training held in San Luis Obispo County where both Child Welfare Staff and Community Partners have been in attendance.

As previously discussed, CSEC prevention efforts are designed to utilize outreach and education. Prevention begins when youth who are at-risk for exploitation are identified and then are connected with services and support prior to victimization occurring.

San Luis Obispo County has created a CSEC Protocol, Screening Tool and CSEC Database to help identify and provide services to at-risk and CSEC youth. Additionally, San Luis Obispo County was one of nine (9) California counties participating in Preventing and Addressing Child Trafficking (PACT) Grant. PACT is a grant funded project awarded to the California Department of Social Services by the U.S. Department of Health and Human Services. PACT is tasked with implementing a coordinated and collaborative model, including best practices, that effectively serves the needs of CSEC.

As a PACT County, San Luis Obispo County, CWS will be implementing the West Coast Children's Clinic (WCCC) Commercial Sexual Exploitation- Identification Tool (CSE-IT)(also referred as the West Coast Children's Clinic Screening Tool). All CSEC Collaborative members will get the option of either using the SLO County CSEC Screening Tool or the West Coast Children's Clinic Screening Tool.

COLLABORATIVE RESPONSE TEAM

- Preventing and Addressing Child Trafficking (PACT)
- Multi-Disciplinary Team (MDT)
- Youth
- Atascadero Bible Church
- Community Action Partners of San Luis Obispo
- County of San Luis Obispo Department of Social Services - Child Welfare Services
- County of San Luis Obispo District Attorney
- County of San Luis Obispo Juvenile Probation
- Department of Homeland Security
- Family Care Network Incorporated
- Federal Bureau of Investigations (FBI)
- Immigration Services
- Mountainbrook Abolitionists
- RISE
- San Luis Obispo County Behavior Health
 - Drug and Alcohol Services
 - Mental Health Services
- San Luis Obispo County CSEC Speakers Bureau

- San Luis Obispo County Victim Witness
- Suspected Abuse Response Team (SART)
- Women’s Shelter Program
- CSEC Community Advocate
- Restorative Justice

KATIE A

A monthly meeting is being held with Child Welfare Services, Behavioral Health, and Supervisors to ensure our local protocol is working well. An internal database was created for Child Welfare Services to monitor that the children in care, are getting a Mental Health Screening Tool Referral and Assessment completed by the Social Worker and sent to Mental Health. Once received by Mental Health, they make the determination whether the child is eligible for Katie A Services or not. This process also pertains to NMDs regardless of whether or not they appear to be eligible for Katie A Services. Child Welfare Services can determine how many children have open Katie A cases, or have any missing assessments. This process has been very helpful for both Child Welfare Services and Behavioral/Mental Health Services.

TRANSITIONAL AGE YOUTH FINANCIAL ASSISTANCE PROGRAM (TAY-FAP)

Child Welfare Services partnered with Family Care Network, INC (FCNI) in 2010 to establish the TAY-FAP program for San Luis Obispo (SLO) County. TAY-FAP provides financial assistance to any current or former foster youth participating in, or eligible to participate in SLO County’s Independent Living Program (ILP). The program’s focus is to enhance youth’s enrollment in higher education, vocational training or employment and to assist current or former foster youth at obtaining meaningful employment and sustainable wages. A prerequisite for this program is that all other funding sources must be exhausted prior to making a referral. CWS and Probation make referrals for ILP eligible clients enabling them to receive financial assistance to pay for their school supplies, housing, transportation needs, work clothing, and urgent needs (i.e. utilities). Additionally, this program provides a savings match program, a mentor and case management. Accessing these financial resources has tremendously benefited our youth and NMDs by removing barriers to their access to higher education and obtaining employment. Continued use of this program can help this population ascertain life skills on financial management and support their progress towards achievement of independence and self sufficiency. FCNI data for the year 2013-2014 reported that they served 80 youth (Family Care Network, INC, 2013-2014 Annual Report).

WRAPAROUND (WRAP) SERVICES

The Familia De Novo program through FCNI has been providing wraparound services since July 1, 2000. Child Welfare Services and Probation have utilized WRAP as a safety related service that has been provided to families to prevent a child’s removal from the home and support family stability. In addition, for children and youth in out-of-home placement it is used as an alternative to institutional care enabling their complex needs to be met in community settings. CWS and Probation utilize these services to enhance and empower parents/caregivers to establish skills and resources required to safely and effectively parent. WRAP has been able to provide financial assistance to families in the form of purchasing vehicles, mobile homes, rental deposits, payment of utility bills, etc to provide placement stability while meeting the family’s basic needs. The long term goal of WRAP is for a family to create

their own community support network to achieve self reliance. FCNI data for the year 2013-2014 reported that they served 132 children and families (Family Care Network, INC, 2013-2014 Annual Report).

Child Welfare Services has a weekly Centralized Case Staffing where social workers receive approval for Wrap services when all other treatment resources have been exhausted. Once approved by management, the social worker will submit required paperwork to the placement unit where they will staff the case with upper management for authorization. Once authorization is granted, the social worker is required to schedule a WRAP orientation with FCNI and the identified child or youth. Once this is complete, an intake is scheduled to receive the child or youth's social history and the team creates a treatment plan.

RELATIVE FAMILY APPROVAL (RFA)

Since the County's establishment of the RFA process in 2013, the Department has maintained the same standards of licensing for all applicants interested in becoming foster/adoptive parents. All RFA families will receive financial assistance, access to agency resources, monthly home visits by a social worker, and ongoing trainings to help support them in caring for these at-risk children and youth. In relation to relatives and non-related extended family members, children are able to maintain their permanent connections and can receive more placement stability as a result. These two factors can improve outcomes for children. Management provides monthly data at general staff meetings on the number of RFA families that have expressed interest in the process and the number of unmatched and matched families that are participating in PRIDE training. The RFA process prioritizes placing children, youth and NMD's with families that can provide lifelong connections by determining permanency approval upfront enabling removal of barriers to achieving permanency.

Board of Supervisors (BOS) Designated Commission, Board of Bodies

THE BOS-DESIGNATED PUBLIC AGENCY

The public agency designated by the San Luis Obispo Board of Supervisors to administer PSSF, CAPIT and CBCAP is the Children's Services Network (CSN).

CHILD ABUSE PREVENTION COUNCIL (CAPC)

The Board of Supervisors designated the Center for Family Strengthening to receive the Child Abuse Prevention Council (CAPC) and the Director and Coordinator is Lisa Fraser. The Center for Family Strengthening is a non-profit organization which was founded in 1987 by a group of concerned citizens and professionals providing leadership and development of educational programs to promote the prevention of child abuse and neglect.

This non-profit agency is dedicated to strengthening families through education and advocacy. They collaborate with family support organizations in San Luis Obispo County to provide resources to families in need, protect children from abuse and neglect, and ensure that strong families are a community priority.

COUNTY CHILDREN’S TRUST FUND COMMISSION, BOARD OR COUNCIL

The designated agency that receives the County Children’s Trust Fund is the Center for Family Strengthening and the Director.

Every year the OCAP County Liaison collects information from the Director at the Center for Family Strengthening and reviews the work they are doing and reports directly to OCAP. Recently, the two agencies started collaborating on the Mandated Reporter Trainings to avoid any duplication in trainings. The agencies meet monthly to identify what school, hospitals, or agencies need trainings, and they select which agency will do what training. Child Welfare Services is holding a Monthly Mandated Reporter Training in-house where over 25 people have attended consistently every month. San Luis Obispo County has a website where the public can call and inquire where to sign up for Mandated Reporter Trainings.

The CBCAP allocation is separate from the CCTF funds. Center for Family Strengthening also has a website where they are indicating the work they are doing in the community and show projects they are working on and any upcoming events. The OCAP Program Manager also participates in the quarterly PEFS Meetings and trainings with the Family Resource Centers and offers Family Advocates opportunities to attend trainings offered by Child Welfare Services. By collaborating and working together with the PEFS agencies, the OCAP Program Manager is able to identify what trainings and parenting classes, they were offering in all regions to share with Department of Social Services staff.

The OCAP Program Manager has also participated in their Peer Review process with the following PEFS agencies: The LINK; ALPHA Pregnancy & Parenting Support; South County SAFE; North County Connection; and Child Development Resource Center. The county was able to participate in three regional peer evaluations. The agencies held local stakeholder meetings for the purpose of sharing a progress report on ongoing services and resources, and facilitating a discussion on their performance on the California Standards for Family Strengthening and Support indicators. The results were consistent in all regions meeting the minimum requirements. This peer review process offered all of the participants an opportunity for self-evaluation and peer analysis and input.

PSSF COLLABORATIVE

Currently, the PSSF collaborative has the Children’s Services Network to oversee the work that is being done along with the OCAP Program Manager. The purpose of the Children’s Services Network is to provide leadership to all agencies and programs dealing with families and the development of comprehensive community services to children and their families. They communicate information between public and private agencies responsible for delivery of children's services. They also serve as the community-based oversight council for grant applications and administration of family preservation programs and endorse appropriate grant applications.

Systemic Factors

MANAGEMENT INFORMATION SYSTEMS

The following information systems are relevant to Child Welfare Services staff, supervisors and management:

State Systems:

- Child Welfare Services Case Management System (CWS/CMS)
- UC Berkeley Child Welfare Dynamic Report System
- CWS/CMS Business Objects
- Medi-Cal Eligibility Data System (MEDS)
- California Law Enforcement Telecommunications Check (CLETS)
- Department of Justice systems, including Child Abuse Central Index (CACI) and LIVE SCAN

Consortium Systems:

- CalWIN
- SMART

Web-based Systems:

- SafeMeasures
- Structured Decision Making
- Training Management System

In House Systems:

- DSSNet – Department of Social Services Intranet
- Linkages Database
- Foster Care Child Location Database
- Katie A Database
- Resource Family Approval Database
- Voluntary Service Plan Database
- Dangerous Propensities Database
- Intake/Referral Log
- Permanency (Youth Permanent Connections)
- Interstate Compact on the Placement of Children (ICPC)
- Team Decision-Making Meetings Database
- Foster Home Administration, which serves Recruitment/Retention, Licensing, Placement and Adoptions
- Independent Living Program/Transitional Independent Living Program/Life Team Meetings
- Commercial Sexual Exploitation of Children (CSEC)-Database

Other Systems:

- Criminal Justice Information System (CJIS) Portal

Child Welfare Services continuously works to ensure that data is correctly entered into CWS/CMS. While there are issues resulting from data entry errors, including timeliness, others involve training and case practice. However, Child Welfare Services constantly monitors its progress on the outcomes, by reviewing data from the Berkeley website, Business Objects, and Safe Measures while discussing practice.

Child Welfare Services monitors compliance through the use of SafeMeasures, county-specific Business Objects reports, and data from the UC Berkeley website. A variety of reports are used by all levels of staff, from clerical staff to the Director. Some reports assist with the day-to-day referral/case management, while others monitor data compliance and outcome progress. Staff reports that inconsistencies between the different data sources occur occasionally, but are no longer a major issue. Data quality is high and data accessibility is good. In-house reports are typically posted to DSSNet, and/or sent via email to the appropriate staff. Based on their particular jobs, individuals are given appropriate access to the systems needed to obtain pertinent data. Through a joint effort between Child Welfare Services Supervisors, Managers, Staff Development and the Information Technology Team, continuous work is being done to ensure data compliance and outcome improvement. CWS/CMS data is also used department-wide to support activities and procedures related to Family to Family, Linkages, Child Welfare Services Outcomes Improvement Project, and the management of general Child Welfare Services programs.

PROBATION

The following information systems are relevant to Probation staff, supervisors and management:

State Systems:

- Child Welfare Services Case Management System (CWS/CMS)
- UC Berkeley Child Welfare Dynamic Report System
- California Law Enforcement Telecommunications Check (CLETS)
- Department of Justice systems, including Child Abuse Central Index (CACI) and LIVE SCAN

Other Local Systems

- Mainframe
- Criminal Justice Information System (CJIS) Portal

In House Systems:

- Monitor
- San Luis Obispo County Intranet
- LQ Collections System, to manage collections for court ordered fines and fees
- Youth Level of Service-Case Management Inventory Database
- Training Management System (TMS)

Probation uses a comprehensive case management system called Monitor. This system allows Probation to better track, analyze and report probation related data while maintaining connections with the other local criminal justice agencies including the Court, District Attorney's Office, and Sheriff's Department

through the local CJIS. This database has undergone recent improvements with the development of a web based portal that has enhanced access and information sharing capabilities for multiple Law Enforcement Agencies.

In late 2010 and early 2011, Probation began using CWS/CMS for placement cases. Probation and Child Welfare Services have an excellent working relationship and Child Welfare Services continues to provide Probation with ongoing technical advice and assistance.

CWS/CMS entry requirements continue to increase and Probation continues to have the burden of duplicative entries. However, web-based applications, such as Safe Measures, have added a unit of reliability and accessibility for Probation Foster Care data.

The designated Office of Child Abuse and Prevention (OCAP) Program Manager for the Department of Social Services collects annual outputs and other data required as part of the annual reporting process for CAPIT/CBCAP/PSSF programs. Community-based agencies receiving OCAP funds, including Center for Family Strengthening (CFS) (formerly the San Luis Obispo Child Abuse Prevention Council) track units of service provided and demographics on the population served via excel and access databases. This information is conveyed to the Program Manager via email and put into the required reporting format. Prevention Program Manager submits the annual report to OCAP. Additionally, CFS provides an announcement of the County Children's Trust Fund at its Board of Directors meetings. Meetings are open to the public. A financial report and analysis is also reviewed by the CFS Board 10 times per year at public meetings.

ANNUAL REPORTING PROCESS

The designated Office of Child Abuse and Prevention (OCAP) Program Manager for the Department of Social Services collects annual outputs and other data required as part of the annual reporting process for CAPIT/CBCAP/PSSF programs. Community-based agencies receiving OCAP funds, including The Center for Family Strengthening track units of service provided and demographics on the population served via excel and access databases. This information is conveyed to the Program Manager via email and put into the required reporting format. Prevention Program Manager submits the annual report to OCAP. Additionally, The Center for Family Strengthening provides an announcement of the County Children's Trust Fund at its Board of Directors meetings which are open to the public. A financial report and analysis is reviewed by The Center for Family Strengthening Board 10 times per year at these board meetings.

CASE REVIEW SYSTEM

CHILD WELFARE SERVICES

Child Welfare Services case plans are written utilizing a solution-focused, strength-based process using:

- SMART format (Specific, Measurable, Achievable, Relevant, Time Limited)
- Structured Decision Making assessments to address risk factors and to identify the focus of the case plan
- Family Engagement to develop a positive relationship with the family in the development of the case plan

- Safety Organized Practice to help bring a common language and framework with behavioral specific actions that a parent must complete in their case plan

The Department of Social Services practices Linkages. If a family is receiving assistance from both Child Welfare Services and Participant Services (CalWORKs, Medi-Cal and/or Cal Fresh), the case is considered a linked case. A team comprised of the Social Worker, Employment Resource/Specialist, and any other service provider working with the family will meet with the family to create a Coordinated Case Plan. The Coordinated Case Plan is developed with the family in order to prevent duplication of services and to provide the family with a clear plan. The Coordinated Case Plan will contain all of the requirements for Child Welfare Services and Welfare to Work. A Coordinated Case Plan helps organize expectations, services, supports and timelines so families can be more successful in meeting each program's goals, and prevent conflicts between the requirements of two separate plans as well as eliminating duplication of services. Currently, there are about 79 Coordinated Case Plans reported. San Luis Obispo County continues to struggle with Linkages collection as it relies on manual entries. For this reason, improving data collection in support of Linkages continues to be a focus for improvement.

The use of Safety Organized Practice (SOP) has helped the Social Workers bring a common language and framework for enhanced critical thinking and judgment on the part of all involved with a family in the pursuit of a balanced and more complete picture of child welfare issues. Enhancing critical inquiry and minimizing the potential for bias by workers through a rigorous "mapping" of the safety, danger and risk undertaken collaboratively by all stakeholders.

Social Workers receive training in collaborating on Case Plans and Case Planning policy and procedure is available for reference on DSSNet. Social Workers track case plan status by means of a bi-weekly Case Deadlines Report that includes the Case Plan Due Date, Days Until Case Plan Due, Case Plan Goal Date and Days Until Case Plan Goal Date. Social Workers use SafeMeasures to monitor their caseload and identify instances where the plan is in place, missing or expired, as well as identify case plan renewal deadlines.

Supervisors and managers also track case plan status with the Case Deadlines Report. They also have access to the Monthly Measures Reports to review statistics of individual workers, specific units, or the entire agency. The current reports and 11 months of archived reports are posted to DSSNet. Supervisors also track case plan status by means of SafeMeasures and are alerted when a plan is in place, missing or expired. The SafeMeasures data is updated twice a week, and stored with 13 archived reports. This enables the supervisor to spot patterns or trends. A Monthly Measures report was created by SafeMeasures for San Luis Obispo County to assist supervisors and managers in tracking the specified outcomes.

Newly hired Social Workers' cases are reviewed weekly while experienced Social Workers' cases are reviewed monthly. As new Social Workers gain experience and competence, the standard for formal supervision decreases. Formal supervision includes dedicated meetings of at least one hour, reserved in advance. A key element of the supervision meeting includes ensuring that the Social Worker meets with children on their caseload at least once a month.

In addition to the review of cases, there are other opportunities for case presentation and review within Child Welfare Services that include internal departmental staffing that do not include families. Some of the more common meetings involve weekly shelter care staffing, monthly unit meetings, regional case staffing, and centralized case staffing. If a Social Worker has a particularly challenging case, the monthly unit meeting allows staffing with peers and a supervisor. If the issues are not resolved at the unit meeting level, the case may be reviewed at regional case staffing. In regional case staffing, linked

Participant Services staff, their supervisors and a Regional Manager join the team. If case issues are still not resolved, a centralized case staffing is considered, with the team further expanded to include other Regional Managers and a placement Social Worker.

Another option for case review is the Interagency Placement Committee (IPC), a multi-agency management team that consists of managers from Child Welfare Services, Probation, Mental Health, Education, as well as the community based organizations that provide Wrap-Around Services, crisis stabilization services and level 12 group home services. The goal is to ensure that least restrictive, most family-like setting appropriate to the child's need and in proximity to the parent's home is being considered, including SB969 placement or Wrap-Around home-based services. All 12-14 placements need IPC as it is used to approve WRAP services.

Other team-based models, with families and community partner members present, include Services Affirming Family Empowerment (SAFE), initial and follow-up Wrap-Around Services, Team Decision-Making Meetings (TDMs), Family Team Meetings (FTMs), Permanency Team Meetings, Life Team Meetings (LTMs), Concurrent Planning Meetings, and Treatment Team meetings with Mental Health and Drug and Alcohol Services. During these collaborative meetings, case plans are reviewed, assessed and updated.

PROBATION

The case review process starts at the intake level when law enforcement agencies make juvenile delinquency referrals on youth who are either in or out of the custody of juvenile hall. Probation reviews all referrals and coordinates with the District Attorney's Office regarding the filing of any WIC 602 Petitions. Through investigation and assessment with tools such as the Youth Level of Service-Case Management Inventory, decisions are made regarding the level of intervention needed and recommended services to be provided upon a continuum of care including prevention, intervention, supervision and incarceration. Cases considered for an out-of-home placement recommendation are presented at an internal staffing committee meeting and if approved, later go on to the IPC Meeting as previously described. Decisions are made based on the well-being of the youth as well as the safety of the community. Youth in out-of-home placement have their cases reviewed according to statutory guidelines and at ongoing placement unit staffing meetings.

Case plans are mandated on all Juvenile Probation cases where the youth is in foster care or determined to be at-risk for foster care placement. The Youth Level of Service-Case Management Inventory is a validated risk assessment tool used to identify criminogenic factors to be targeted in the case plan in order to reduce the likelihood of the youth engaging in further delinquent behavior. Probation case plans are also written with SMART objectives and have similar goals as Child Welfare Services case plans including safely maintaining the youth in the community, returning the youth to a parent, or finding another permanent plan for the youth. Case plans are maintained in both the youth's court file as well as electronically. Case plan update requirements are tracked in Monitor, the Probation Case Management System. Out-of-home placement case plans are provided to the youth, Court and other involved parties according to statutory guidelines. Case plans are reviewed and updated by the Probation Officer at a minimum of every six months and reviewed and signed by the Placement Supervisor.

COURT STRUCTURE/RELATIONSHIP

CHILD WELFARE SERVICES

Child Welfare Services and Probation have a positive working relationship with the Juvenile Court, the attorneys, and each other. When differences of opinion arise all parties are willing to work together to discuss and resolve issues. The Juvenile Court Judge presides over delinquency court and the dependency court. A Commissioner presides over Family Treatment Court (FTC). The County maintains a waiting room with childcare available at the main courthouse in San Luis Obispo. Since 2007, Child Welfare Services cases are held at the downtown courthouse in closer proximity to this waiting room. The courtroom has a waiting area at the end of a hallway with couches reserved for families. Juvenile Dependency Calendar is heard every Wednesday and Thursday afternoons. Dependency Hearings are held Wednesday mornings and all day on Fridays. Probation calendars are heard every Monday and Tuesday mornings. These hearings are held on Mondays and Tuesdays from 8:30 a.m.-12:00 p.m. and 1:30 p.m.-5:00 p.m., as well as on Thursdays from 8:30 a.m.-12:00 p.m.

Supervisors from both Child Welfare Services and Probation serve as the court officer and liaison for their respective departments in Juvenile and Dependency Court. A designated Social Worker serves as a liaison for Family Treatment Court and is responsible for calling the cases and managing the calendars on the days of their hearings. The court officer takes notes in collaboration with the assigned county counsel and shares information (such as dates and times of contested hearings and important information verbally communicated in court) as needed with the Social Workers, Probation Officers, and supervisors who have written the reports. Additionally, they are available to provide consultation for Social Workers, Probation Officers and their supervisors on court-related issues.

Both Child Welfare Services and Probation offer drug court programs. FTC is a program for Child Welfare Services families involved in dependency proceedings, whose primary issues are drug and/or alcohol abuse. Child Welfare Services, in partnership with Drug and Alcohol Services and Juvenile Court, works in collaboration with these families to expedite treatment and monitoring to enhance the possibility of reunification. Child Welfare Services is proud of the accomplishments of FTC. The County of San Luis Obispo on average has 50 families a year who participate in FTC. For Quarter 4, there were 28 families enrolled. The 2012-2013 FTC Outcome report shows that children whose parents participated were reunified sooner and had an average of 1.9 foster care placements compared to an average of 2.4 placements for all other foster children. In addition, the recidivism rate (defined as the percentage of families with a substantiated referral after their case closed) for parents who completed FTC is 8.1% compared to 18.2% for parents not participating in FTC.

Probation partners with Drug and Alcohol Services and the Juvenile Court to offer Juvenile Drug Court to juvenile probationers who have serious substance abuse issues. Juvenile Drug Court is a nationally recognized intensive substance abuse program, which combines treatment and accountability. Caseload sizes are kept small so that intensive counseling and supervision can be provided. Participants attend frequent individual and group therapy sessions, and appear regularly before the Juvenile Court to discuss their progress. This intervention is used to help prevent out-of-home placement and successful graduates from the program who then often have their probation cases terminated. Juvenile Drug Court is a special calendar within the Juvenile Court, and parents are expected to appear in court with their child.

Child Welfare Services and Juvenile Probation work closely together. Child Welfare Services and Probation court officers communicate with each other on a regular basis and work together to resolve

procedural issues, most recently in regards to issues surrounding the 241.1 process. Child Welfare Services and Probation have signed a protocol pursuant to WIC 241. Whenever a child appears to come within the provisions of section 300 and either section 601 or section 602 of the Welfare and Institutions Code, Child Welfare Services and Probation conduct a joint assessment to determine which status will serve the best interest of the child and the protection of society. In addition, the protocol provides structure for an agreed-upon recommendation to be presented to the Juvenile Court, a framework for resolving disagreements between Probation and Child Welfare Services, and a means to determine if circumstances warrant the filing of a petition to change the minor's status. When differences of opinion occur, either department liaison can request management involvement for a final decision.

The policy of San Luis Obispo County Department of Social Services is to follow through with concurrent and permanent plans including adoption in the most efficient manner at the soonest opportunity while considering safety, well-being and permanence in addition to caregiver strengths and limitations. San Luis Obispo County employs a practice of assigning an Adoption Social Worker up front as a secondary worker in order to assist in the Permanency Planning for the child. By assigning an Adoption Worker as a secondary, Concurrent Planning is able to begin early on and should reunification not be successful, the youth will be moved into permanency earlier. San Luis Obispo County utilizes a variety of tools to ensure that timelines are met including a monthly tracking sheet that is sent to all caseworkers that outlines their case and any upcoming deadlines. This tracking sheet also is sent to the supervisor so that he/she is aware of case needs and can assist the Social Worker in meeting his/her deadlines.

In Probation, the date of the Permanency Hearings are set by the Court and then automatically exchanged from the Criminal Justice Information System into Probation's Case Management System, Monitor. Probation officers routinely run reports in Monitor of all upcoming hearing dates, including Permanency Hearings.

Additionally, Both CWS and Probation utilizes a variety of team meetings where all interested parties come together to discuss permanency concerns and work together to resolve any barriers that may be surfacing. Child Welfare Services and Probation currently meet jointly with Court Stakeholders on a regular basis. The Stakeholders group includes the Juvenile Court Judge, Attorneys, Department of Social Services and Probation Managers, Court Supervisors, Court Appointed Special Advocates (CASA), Court Administration, County Counsel, the Deputy District Attorney assigned to juvenile delinquency court, and the liaison to the Administrative Office of the Court. The group meets to share information, announcements, training opportunities, and to develop agreed upon procedures and practices in an effort to improve working relationships. Additionally, Child Welfare Services and Probation routinely send staff to the annual Beyond the Bench convening to further build knowledge, skills and competency in Court matters.

Child Welfare Services has an ongoing Court Workgroup that meets monthly for specific projects and purposes. The work group is attended by the Regional Managers, the supervisor of the Dependency Investigation unit, the supervisors of the Family Maintenance/Family Reunification units, the supervisor of the Legal Processing unit, the assigned County Counsel, the lead worker for the Legal Processing unit, and the Program Manager and Program Review Specialist supporting the represented programs.

Child Welfare Services' Legal Processing Unit tracks the timeliness of reports to the court and continuance requests made by the Social Workers. Continuance requests that are submitted in lieu of the court report are presented in writing, with a legitimate reason for the continuance request. Late reports are tracked by a supervisor tool and incorporated into monthly supervisor/manager staffing. The court officer and County Counsel are proactive in objecting to requests for hearings or continuances for

the purposes of addressing issues that don't specifically pertain to detention, jurisdiction, and disposition, such as psychological evaluations, placement, or visitation. Every attempt is made to move a case forward in accordance with legal timelines. When services are ended or not offered to the parents, and a hearing date is ordered to terminate parental rights and determine the permanent plan, a service review date is set in compliance with statutes. Generally by the hearing to terminate parental rights, Child Welfare Services is in compliance with notification requirements, therefore hearings do not need to be continued.

Child Welfare Services uses several forms of Alternative Dispute Resolution, including Grievance Review Hearings and Dispute Resolution Reviews. In addition, Team Decision-Making for placement/reunification, Juvenile Dependency Mediation for contested hearings, and Post Permanency Mediation for ongoing birth family/sibling contact after adoption are used. Child Welfare Services works hard to resolve all issues at the lowest level with facilitation and collaboration by family members, so that all parties are invested in mutually beneficial outcomes when possible. The focus of issues is narrowed and reduced to safety, well-being and permanency.

PROCESS FOR TIMELY NOTIFICATION OF HEARINGS

ICWA

When a child being placed into protective custody is identified as possibly having Native American ancestry the Department is responsible for completing an ICWA-030 Notice of Child Custody Proceeding for Indian Child. This notice must be mailed via certified mail with return receipt requested at least 15 calendar days (5 days for mailing, 10 days for noticing) before the Jurisdiction/Disposition hearing. If there are not the required 15 days before the hearing, the Social Worker will contact County Counsel and they will continue the hearing to allow for sufficient time to notice. If the child's membership in a federally recognized Indian tribe is confirmed, the Social Worker shall collaborate with the identified tribal government to ensure all the provisions of the Indian Child Welfare Act (ICWA-1978) and MPP Section 31-515 are followed to provide needed services to the American Indian child. The tribe will receive a copy of all the court reports and notices of all future hearings. The required notices must be sent by registered mail – return receipt requested. The Department must continue to track the child's progress and the services rendered by the tribal government that assumes responsibility for the child's well being until the child is adopted, emancipated, or reaches the age of majority.

COURT PROCESS FOR PERIODIC HEARINGS

Cases involving dependent minors are reviewed in the court system as they move through the legal process. After the Disposition hearing, the 6, 12 and 18-month review hearings are typically scheduled in advance. Special 3-Month Review hearings to assess parent case plan progress made toward reunification are requested for all children who are two years old or younger at the time of detention. This is currently an informal policy of the court. A special 3-month review hearing is also held in cases where a 366.26 hearing has been held to establish a permanent plan prior to the first 6-month review hearing. This 3-month review is held to assess the Social Worker's concurrent plan progress that has been made toward permanency. After a permanent plan is established, regular 6-month review hearings are scheduled.

Contested hearings and/or continuances can extend the time it takes to complete a prior hearing. Child Welfare Services and County Counsel have been proactive throughout the years in objecting to continuances whenever possible. Juvenile Dependency Mediation has also decreased the volume, frequency and duration of contested hearings. Some hearings have been delayed or continued because

of late court reports from Social Workers, although the Social Worker Deadline Report has reduced the instances of late court reports. A supervisor-tracking tool tracks the number of late court reports to identify trends or patterns by unit and by Social Worker.

Child Welfare Services has explored ways to improve the timeliness of court reports to the court. Social Workers are to submit court reports to their supervisors for approval 30 days in advance of the court hearing. Approved court reports are due to the Legal Processing unit 18 days prior to a court hearing. Court reports are due to court (and sent to parties) 10 days before the court hearing date. Jurisdiction and disposition reports have a different timeline: they are due to Legal Processing 4 days before court and due to court and other parties 2 days before court. A monthly Court Reports Due Statistics Report is sent to supervisors and managers accounting for all of the reports sent to court each month.

For post-Disposition hearings, timely notices of hearings and the Social Worker recommendation are sent to resource families who have dependent children in their home prior to upcoming court hearings. Following the notice is the Social Worker's written Recommendation Report. Child Welfare Services strongly encourages Resource Families, pre-adoptive parents and relative caregivers of children in foster care as well as the children themselves to exercise an opportunity to be heard at any review hearing. Notices include the date, time and location of hearing. The minor's attorney often visits with the child in advance of the hearing. Child Welfare Services and the resource family coordinate transportation of the child to the hearing. The Judge is receptive to the idea of interviewing the minor in chambers, as well as having an open conversation in the courtroom.

Some caregivers apply for and are granted de-facto parent status of a child by the court. This allows them to have an enhanced presence in the courtroom and be able to participate in proceedings and provide evidence. Social Workers routinely seek the input and feedback of caregivers, who may or may not be in attendance at court. The JV290 Caregiver Information Form is given to caregivers, and if completed and returned, is included in Social Workers' court reports. This form details in the caregiver's own words an account of how the foster child is doing in care. If families and caregivers are at court, the court officer attempts to prioritize cases based on their needs to ensure that there are not excessive delays in waiting for their case to be called.

Dependency Investigation and Family Reunification social workers are utilizing SafeMeasures and supervision in their process to ensure each child in foster care has a Permanency Hearing within required time frames. Social Worker Supervisors are providing case consultation and supervision to workers on time requirements for Permanency Hearings, rationale for continuation of hearings, and recommendations for permanency planning. The social workers make permanency planning recommendations based on these consultations to the Juvenile Court Judge at the Disposition, Interim and Status Review Hearings (6, 12, 18 months).

Based on the social workers assessments and recommendations, the Court will set the 366.26 hearing at the 366.21 or 366.22 hearings. The Legal Processing staff enters the Permanency Hearing date and time into the CWS/CMS system which will create an alert on the Deadline Reports which is distributed the first and fifteenth of every month to the Adoption Social Worker and Supervisor. There is a service hearing held mid-way between the 366.21/366.22 hearing and the 366.26 hearing to address issues needing attention regarding personal service of notice of hearing to the parents. For example, it may be necessary to publish notice to a parent whose whereabouts are unknown. Adoptions staff and Legal Processing staff are responsible for WIC 366.26 hearings and addressing any issues that may delay timeliness.

TERMINATION OF PARENTAL RIGHTS (TPR)

When the Juvenile Dependency court terminates or denies reunification services and orders a permanent plan be made for the child a 366.26 (.26 Hearing or Adoptability Assessment) is ordered. This typically occurs at the 12 or 18 Month Review Hearing, but can happen as early as the Disposition Hearing. The requirements for notification of the 366.26 Hearing are more extensive than other notices because the hearing may result in termination of parental rights. This hearing must be held within 120 days of termination of reunification services. It is usually scheduled for 90 days after the scheduled hearing that ends reunification.

Once the Court has ordered the child's permanent plan, the Department will conduct an Adoptability Assessment and make reasonable efforts towards achieving the child's plan. The County looks at the specific needs of all children and does not support TPR when there is a compelling reason documented in the case file that TPR is not in their best interest. The Department tracks all children who have been in foster care the past 15 out of the last 22 months and continually assesses the child's adoptability and progress towards achievement of permanency.

PROBATION

Probation has procedures in place to notice caregivers of hearing dates and solicit caregiver input into decisions and recommendations. Written notification and proof of service documents are filed with the court on Judicial Council of California forms such as the JV-625 and JV-510. Personal service is also conducted when necessary. It is a standard procedure for Probation Officers to seek input from caregivers in the preparation of court reports. Reports for the various status review hearings as well as disposition hearings all have a section for a statement from the parent/caregiver.

PROCESS FOR PARENT-CHILD-YOUTH PARTICIPATION IN CASE PLANNING

STRUCTURED DECISION MAKING (SDM) AND FAMILY STRENGTHS AND NEEDS ASSESSMENT (FSNA)

Child Welfare Services believes that case plans should be informed by SDM and the FSNA. They should be family centered, strength based, needs driven, solution oriented and community based. The case plan is written with the concept of the family as a partner and the community partners as the team. Collaboration between the family and community partners assists in increasing knowledge about a family to develop an appropriate case plan. The emphasis for case plans is on safety and risk factors. Mitigating those results for children and families assists in the timely ability to reunify and end cases at the soonest and safest time. The safety and risk language used in the SDM assessments is shared with parents throughout the case plan activity. It is a Child Welfare Services standard that the Social Worker will review monthly the progress the family has made with their case plan. The Social Worker will consider family strengths and needs, and safety and risk elements that pertain to the family's current circumstance. At a minimum of every six months a FSNA is completed, and the case plan is updated in collaboration with the Social Worker, the defined team and the family.

FAMILY ENGAGEMENT

Child Welfare Services believes in full inclusion of families in teams to the extent that this is possible in a given circumstance or case. When a child is put into protective custody efforts are made to obtain the name of a relative or non-related extended family member as a resource. This resource is explored and placement approval is made when possible. Prospective Resource Families are encouraged to attend Team Decision-Making (TDM) meetings, consider being a foster care placement, and consider adoption

as a concurrent plan. TDM's are utilized 100% from the time a child is placed into protective custody. The Department is required to hold a TDM when a child is being returned to a parent's care, for most placement moves, and when there is imminent risk of a child being removed from their home.

At the detention hearing, the Judge asks parents to disclose names of relatives and other possible resources for the children, in addition to paternity, absent parent, or ICWA information. At the disposition hearing, the Judge informs parents of the 6-month limit for children under three years old and/or sibling groups with one or more children under three years old. All disposition reports contain the same advisement in bold type. Disposition reports document the permanency alternative and describe the characteristics of potential adopters and/or guardians.

Tools used to engage families and to explain their rights and responsibilities include: DOJ/CACI Grievance Procedure Instructions and Request for Grievance Hearing; Parent's Guide to Dependency; Resource Family Complaint Protocol; Client Satisfaction Survey; and Civil Rights Brochures. In addition, parents and caregivers are included in team meetings where needs/concerns are considered. This process includes planning for safety, reducing risk, and visitation.

YOUTH, EMANCIPATING YOUTH AND NON-MINOR DEPENDENTS

Child Welfare Services recognizes that youth emancipating from foster care or youth who were unable to reunify with their parents requires increased focus. San Luis Obispo County engages in permanency planning for youth in many ways. These include the use of permanency case managers, Permanency Team Meetings, Life Team Meetings, and Transitional Independent Learning Plan. Permanency Case Managers assist foster youth in permanency planning status with permanency identification and goals. This procedure provides essential connections focused on permanency for foster youth. In addition, decisions regarding youth should be made with their participation in planning and in the consensus based process of decision-making. Permanency decisions should focus on the future of the youth and not be bound or limited by past behaviors or circumstances. This practice helps meet the outcome of achieving stable and nurturing legal relationships with adult caregivers/siblings which creates a shared sense of belonging and emotional security.

It is the policy of Child Welfare Services that every child/youth in permanent placement will achieve permanency, safety, and well being. Life Team Meetings (LTM) are intended to be a celebration of the youth's life and a preparation for their future. The goal of the LTM is to continue to identify and establish permanent connections through either adoption or guardianship of the youth. The LTM also helps set the stage for a successful transition to adulthood, while building permanent connections such as healthy and stable adult relationships. At each and every LTM all reasonable efforts will be made to finalize a permanent plan for the youth and to prepare the way for a successful transition to adulthood. The initial LTM is held when the minor is approximately 16 years old (six months after their first Transitional Independent Living Program (TILP) meeting). Subsequent LTM's occur at a minimum of every 6 months, but can be held as often as necessary. LTM's are held for all Dependency youth in Permanency Status (PPLA) or in Family Reunification (FR) status.

LTM's address key components for youth in permanency status who are 16 years of age and older:

- The reality of non-reunification
- Focus on all potential adoption/guardianship options (if applicable)
- Focus on self-reliance and successful transition to adulthood

- Establish permanent connections and resources for youth in Permanency status
- Ensure youth are prepared to transition to adulthood

INDEPENDENT LIVING PROGRAM (ILP)

Youth in San Luis Obispo County have the option to participate in the ILP. This program empowers youth through Education, Life Skills Training, Advocacy, Workforce Development and Community Collaboration. Through these services participants in ILP will develop leadership, perseverance and integrity as they establish lifelong connections that mentor self sufficiency, independence and permanency in all aspects of family and community. The effectiveness of ILP services is enhanced for the youth when there is simultaneous engagement from the Social Worker, Caregiver and other supportive adults. ILP is most effective when there is a network of adults supporting the youth before and during the transition to adulthood. ILP is more than just living skills, ILP is an assistance program that offers foster and probation youth access to services through local organizations and agencies to help them succeed during the transition to adulthood. All ILP services are voluntary.

ILP serves around 250 youth annually and provides the following:

- **Education** - Exploring post secondary education options, including filling out financial aid, applying to colleges, scholarship options, counseling appointments, accessing and referring to services on campus.
- **Employment** - Assist youth in obtaining and retaining employment. Activities include: referring to Youth Employment Program (WIA), accessing Youth One Stop services, accessing training and certificate programs, obtaining original birth certificates, CA ID, and Social Security Card. Picking up applications, resume building, filling out applications, and job hunting.
- **Housing** - ILP is the referring agency for Transitional Housing Placement Program (THPP). Additionally, ILP assists youth in finding appropriate housing, budgeting for monthly costs and can make referrals to low-income housing agencies.
- **Daily Living** - ILP provides opportunities for youth to gain daily living skills in such areas as navigating public transportation, managing stress, cooking, health and wellness concerns etc.
- **Financial Literacy** - ILP will assist youth in developing a monthly budget to meet the youth's basic needs. ILP will assist youth in opening savings/checking accounts and utilize on-line banking.
- **TAY-FAP (Transitional Aged Youth Financial Assistance Program)** - Assists youth who are attending a post secondary education with living costs. Costs can include financial assistance with rent, utilities, transportation, books, school supplies, food, and health costs.
- **Case Management**- Every youth in ILP is assigned a case manager who makes monthly contact with the youth in the community, who assists the youth in working through the process of adulthood.

It is the policy of Child Welfare Services and Probation that every youth in placement shall have a signed Transitional Independent Living Plan (TILP) prior to the youth's 16th birthday per Division 31-236. TILP information is entered into CWS/CMS prior to the youth's 16th birthday. If the youth enters the Child Welfare or Juvenile Probation system after the date of their 16th birthday, a TILP will be signed and entered into CWS/CMS within 30 days of the start of services.

BEHAVIORALLY BASED GOALS AND OBJECTIVES

The development of a case plan is a critical role during intervention with a family involved with the child welfare system. Creation of an effective case plan can result in achievement of timely permanency for children and youth and result in shorter lengths of stay in out-of-home placement. The Department has integrated a Specific, Measurable, Achievable, Relevant and Time (SMART) limited format and Safety Organized Practice (SOP) into case planning. SMART format case plans include positive statements and provide a description of Who, What, When and How behavioral goals and responsibilities will be achieved. Social Workers incorporate the top three priority needs identified in the Structured Decision Making (SDM) Family Strengths and Needs Assessment (FSNA) into the case plan. These needs are directly connected to safety threats and the parent's inadequate protective capacity that resulted in the reasons the court became involved.

SOP and the SMART are both incorporated in the case planning process. SOP recommends creating a Harm and Danger Statements and Safety Goal in collaboration with the family. The harm statement states why the agency got involved; the danger statement states why the agency needs to stay involved; and the safety goal states what the agency will need to see in order to close the case. Case plan goals and objectives should be behaviorally based and written in clear and family friendly language that is easily understood and will directly correlate with the SOP safety goal. The family should know exactly what has to be done and why, and the family should know when they have achieved success. Successful progress on a case plan should result in a home environment absent of threats of danger or, at least, adequate protective capacities by the parent(s) to manage such threats. The family has the greatest chance for long-term success if they can reduce threats and increase their protective capacity as evidenced through sustained behavioral changes.

Probation Placement Officers have been trained in the SMART format of case planning. They use this method in collaborating with youth and families to develop behavioral objectives to support the case plan goal of either reunification or an alternative permanent plan.

SELECTION OF APPROPRIATE AND TRAUMA INFORMED SERVICES

Since the implementation of Katie A., the Department has ensured that children and youth in out-of-home placement are immediately assessed for mental health needs and services. There has also been implementation of the Rapid Response Screening Team that will support the Katie A. process. Family Care Network, Inc (FCNI) is the service provider that will perform the initial intake assessments on out-of-home children and youth to identify if they meet subclass eligibility criterion. This assessment will be sent directly to the social worker to make the necessary referrals and ensure early intervention services are provided. FCNI and the County's Katie A. program provide trauma based services through out-patient and intensive in-home mental health services (i.e. WRAP and In-Home Based Services (IBHS)). IBHS provides Intensive Care Coordination and collaborates with County Mental Health in regards to medication evaluations and management. They provide advocacy for the child/youth academically and provide education to teachers and administration on the child's specific trauma and how it impacts their performance in the classroom. Providing trauma based services provides a holistic approach to treating the child and ensuring the child has supportive therapeutic services in the home, at school and in the community.

Additionally, the Department collaborates with County Mental Health, Martha's Place and RISE who provide trauma based services such as survivors of sexual and intimate partner violence individual counseling and groups, play therapy, attachment therapy, and Trauma Focused Cognitive Behavioral Therapy in the different regions of the county. There are limited resources and long waiting lists for

these services. If a child requires out-of-home placement and has extensive trauma; FCNI provides trauma based services through Crisis Stabilization Foster Care, Intensive Therapeutic Foster Care, and Wraparound Foster Care. These services have foster parents with specialized training on how to parent children and youth with complex needs. These homes receive 24 hour therapeutic support from FCNI. These trauma based services enable the child/youth to remain within the county and maintain their permanent connections. The Department encourages social workers to request psychological evaluations on children, youth and parents who may have the following: complex trauma, developmental delays, traumatic brain injuries, severe mental health and substance abuse issues as they often require specialized case plans and services.

Probation uses evidence based assessment tools to determine individualized treatment needs for placement youth. Probation then communicates with potential placements to verify their program contains appropriate services for the specific needs of the youth, including trauma informed care.

FAMILY FINDING AND ENGAGEMENT

In efforts to ensure permanency for children who are placed in out-of-home care, the San Luis Obispo County Department of Social Services is committed to helping foster children locate and stay connected with their family through Family Finding and Engagement work. The Department seeks to find relatives who can support a child in a variety of different ways, from being a permanent placement option to being willing to write or call the child.

It is the department's policy to identify, locate and engage all identifiable adult relatives to the 5th degree within 30 days of a child's removal from their home:

- When a child is detained by the court, DSS shall request that the court order the parent(s) to disclose to the County Social Worker, the names, residences, and any other known identifying information of any relatives of the child
- Identified relatives shall be engaged and requested to provide information on additional family members
- When fewer than four relatives are identified by the parent(s), or no relatives are identified for one side of the family, an internet search for relatives shall be done
- Social Workers shall engage identified relatives using written correspondence, phone calls and face to face discussions
- Family finding and engagement efforts are documented in the CWS/CMS system and in court reports

Family finding and engagement efforts continue throughout the life of a case until a stable permanent plan is in place, and for youth in Permanent Placement Living Arrangement (PPLA) at least one lifelong permanent connection has been established.

BARRIERS AND CHALLENGES OF THE CASE REVIEW SYSTEM

There are many barriers to case plan engagement with children, youth and families. These barriers include, but are not limited to: language barriers, cultural differences, mental health and substance abuse issues, differential power dynamics between the agency and family, court involvement, criminal history, worker training and approach, and negative experiences with the agency. Case plan engagement is a process, requires specialized training for the worker, cultural sensitivity, awareness of

the challenges and is best addressed by honest communication and collaboration with the family by the social worker.

The Department provides extensive training to social workers on providing active efforts to engage children, youth and parents in case planning as this is a critical step to improving outcomes. Additionally, the State has mandated that every county in California obtain certified social workers to conduct on-site case reviews of child welfare cases to identify trends, strengths, areas needing improvement and compliance with federal requirements. The Department has two certified social workers to perform case reviews to support a continuous quality improvement system internally and to comply with the State's mandate. The review will provide quantitative and qualitative data that will support current practices while identifying gaps in services, training needs for staff and policy and procedural changes required to better serve children and families.

The Department has implemented differential response as an answer to address individual needs and concerns with children and families under stress. This response focuses on early intervention services to prevent a child welfare referral and agency involvement. This process provides the agency with a partnership with parents in engagement with the agency serving as a resource rather than as an opponent. The family feels supported rather than punished in the process and are able to address their own needs with community resources.

The utilization of a Parent Partner has provided support to parents who are involved in the court system. The Parent Partner can share his/her own experience working with the agency and the court system while describing his/her efforts made to achieve reunification. The Parent Partner is non-threatening and meets the parent where they are at which is a key element to engagement. This is a voluntary service the agency provides to parents and can help identify solutions to addressing engagement barriers. These efforts support improving practice and therefore outcomes for children and youth involved in the Juvenile Court system.

The Probation Placement Supervisor conducts regular case conferences with Probation Officers to review cases and identify barriers and challenges. Parental engagement in case planning is often difficult as the parents tend to view the youth as the identified problem. Transportation is another barrier to parental engagement. Probation officers use evidence based programs such as journaling to address criminogenic behavior in youth in their efforts to reduce recidivism and improve outcomes.

PROBATION

Parent and youth participation in case planning is facilitated by Probation through face to face meetings and use of Motivational Interviewing (MI) techniques. Probation officers are trained in MI as well as engaging families in the case planning process. Parents and youth are involved in the creation of the initial case plan as well as any subsequent modifications and sign the case plan at each of these stages.

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

Child Welfare Services maintains consistent standards for Resource Family homes, including relatives and non-related extended family members. As of December 2013, San Luis Obispo County had 140 licensed Foster Homes. The Staff Development division tracks compliance and works with state licensing liaisons and Kinship Unit for assistance with questions. Staff Development attends Foster Parent Association meetings, provides trainings for Resource Families, and tracks attendance for mandatory Resource Family trainings. Additionally, Staff Development ensures that staff receives training on new

regulations and procedures, such as the SDM for Substitute Care Providers and regulation changes affecting Prudent Parent standards and alternate caregivers. The Licensing Unit monitors the county's compliance time lines for the approval process and communicates this with the Resource Family and Social Worker. The Child Welfare Services Criminal Records Coordinator maintains compliance of criminal record clearances.

San Luis Obispo County's largest minority group is the Hispanic population. The County attempts to meet the needs of the Hispanic population by recruiting Resource Families in both English and Spanish. The Department of Social Services' website, which includes information on becoming a Resource Family, has been translated into Spanish. PRIDE trainings are available in both English and in Spanish.

GENERAL LICENSING, RECRUITMENT AND RETENTION

Child Welfare Services continuously works to improve the recruitment of Resource Families. Recruitment strategies include the use of a recruitment line to ensure immediate live contact with a recruitment Social Worker, as well as documentation of these inquiries on the Foster Home Administration database. Child Welfare Services utilizes public service announcements, newspaper articles, advertising and collaborates with faith based organizations to publicize the need for more Resource Families. The Foster Youth Calendar project builds further awareness of foster care, the needs of foster youth, and serves as a recruitment tool.

Child Welfare Services supports and works to retain existing Resource Families in a variety of ways. The Foster Parent Retreat is very popular, serving nearly 140 families during an all day event. Respite services are provided on an emergency basis and respite services for Options for Recovery Homes are provided throughout the year. A Foster Parent Newsletter is distributed to current caregivers, as well as a monthly listing of classes, workshops, activities and other available resources to support their efforts. Monthly Support Groups and educational trainings are provided free of charge. These environments encourage networking among Resource Families.

PLACEMENT RESOURCES

Child Welfare Services places the majority of foster children with relatives. In order to facilitate timely placements for waiting children, Child Welfare Services researches all kin in an effort to meet the child's needs. Child Welfare Services takes into consideration everything about a child and strives to meet their needs appropriately, whether it is a drug-exposed child, a youth with mental health needs or a youth with diabetes.

For youth with special needs, Child Welfare Services works closely with a Public Health nurse or hospital to make the best possible placement. For example, Child Welfare Services takes into account the discharge plan from the psychiatric or regular hospital and ensures that the Resource Family receives training from the hospital. In other cases, Child Welfare Services opts to use Family Care Network, INC (FCNI) who can bring an in-home counselor to the home for an assessment. In cases of scarce resources, the Management Team will become involved to develop a plan with FCNI or Probation, such as utilizing a Therapeutic Behavioral Service.

The County also has a dedicated staff member who calls all homes with new placements within 24 hours to see if there are any concerns that need to be addressed. The County also sends out placement review surveys to all homes at 90 day post placement and after placement has ended. These placement review tools are intended to gather information and help identify any trends that need to be reviewed and addressed.

There has been recent concern among Emergency Response Social Workers regarding the difficulty with placements for young sibling groups, who despite great efforts, might be placed separately, not in a relative placement, or away from their home community. While Child Welfare Services actively attempts to place with relatives first, the existence of or lack of relatives in a child's home community cannot be controlled. On average, Child Welfare Services has placed 34% of kids in their home community. An effort is made to place all siblings together whenever possible. As of December 31, 2010, 66% of foster children who had siblings were placed all together; 10% had some placed together; and 24% of foster children with siblings were separated.

The most resounding concern for both Child Welfare Services and Probation is the need for more placement options and the retention of existing caregiver resources. For Child Welfare Services, one suggestion is to develop a plan to offer greater support to Resource Families, possibly following the Options for Recovery model for ongoing group or individual training and support. Another proposal is to maintain a list of currently available foster homes, as some providers will decline placements.

PLACEMENT COLLABORATION WITH LOCAL TRIBES

The county has seven Native American children in foster care. None of the children are eligible for enrollment with any of the local tribes. One of the seven children is an enrolled member of an out-of-state tribe. Currently, San Luis Obispo County does not have any tribally approved foster homes. The Department's practice is for the social worker to work collaboratively with the tribe in regards to the child's placement. The tribe can request that the Department place the child in the least restrictive setting that most approximates a family situation with close proximity to the Indian child's home and meets the child's special needs. The Social Worker will complete a formal assessment and give preference to the following placement options for a child: 1) explore a member of the Indian child's extended family; 2) a licensed foster home; 3) a licensed Indian foster home or approved by an authorized non-Indian licensing authority; 4) an institution approved by an Indian tribe that has a program suitable to meet the Indian child's needs. The child and parents will be given preference to placement options as well. The Department will continue to collaborate with local tribes and follow the above preference placement options in order to meet the Indian Child Welfare legal requirements.

PROBATION

The lack of group homes within San Luis Obispo County has been a persistent concern. There are only two group homes for delinquent youth in San Luis Obispo County. Furthermore, group homes around the state have been slow to adapt to Evidence-Based Practices in the field of community corrections. Another resource issue is the lack of confined treatment options for high risk youth. Few youth are eligible for commitment to the California Department of Corrections and Rehabilitation's Division of Juvenile Facilities. San Luis Obispo County does not have a camp program or the resources to pay for other counties' camp programs. This often means re-placing youth in unconfined group homes even after they have failed in similar settings on multiple occasions. To address this, as well as to make additional improvements to the Juvenile Hall, the Probation Department recently broke ground on a Juvenile Hall expansion project that will provide an in-custody treatment option for youth who need this level of care and treatment.

Probation does not have a Family Finding program or Probation Officers trained in family finding. This limits potential relative placement options, as the youth often have limited knowledge about relatives. Parents can be resistant to relative placement and therefore provide limited information to the Probation Officer. Furthermore, Probation does not have Probation Officers trained in facilitating Team

Decision-Making Meetings at this time; however, this is a goal in order to better incorporate Team Decision-Making Meetings into the Probation placement process akin to Child Welfare Services.

STAFF, CAREGIVER AND SERVICE PROVIDER TRAINING

The Department of Social Services Staff Development Division develops trainings on services and skills encompassing Best Practices (family-centered, strength-based, needs-driven, solution-oriented and community-based) to better equip staff to facilitate safety, permanency and well-being for the county's children and families. The Department of Social Services contracts with the Central California Training Academy (CCTA) to provide new Social Workers with the state mandated Core Module trainings. An Administrative Assistant tracks completion of Core trainings on an internal Training Database to ensure that all newly hired Social Workers complete Core training within the first two years of employment. This database also tracks training hours for all Social Workers in order to comply with the state mandates for ongoing training for Social Workers.

The Department of Social Services also provides on-going trainings on Car Seat Safety, Safety Organized Practice, CWS/CMS, Domestic Violence, Multi-Disciplinary Teams, Structured Decision Making, First Aid/CPR, Complaint Resolution and Civil Rights. Cultural awareness trainings are frequently offered, and have included such topics as: Child Welfare Practice in a Multicultural Environment; Lesbian, Gay, Bisexual, Transgendered, Queer, Questioning and Intersex Youth; Indian Child Welfare and Multi-Ethnic Placement Acts; Teen Cutting Behaviors; and In Our Own Voice and Stamp out Stigma Mental Health trainings. Additional trainings are frequently available through UC Davis, as well as through the County's Employee University. Guest trainers are also brought in to train on such topics as Domestic Violence and Self-Care. County Counsel provides trainings on court procedures and changes to the Welfare and Institutions Code. Short informational trainings are provided at the monthly Child Welfare Services staff meeting on such topics as the Transitional Housing Program, Drug and Alcohol Services, the local Narcotics Task Force, and the local Child Abuse Interview Team. Many of these trainings are made available to co-located staff from other agencies, as well as community partners. Child Welfare Services has established a Quality Assurance unit with two Social Workers that conduct ongoing case reviews. The purpose of the review is to identify trends in improving practice and training needs for current staff. This information is provided to Program Management and discussed at monthly Manager Meetings.

Strategies is a nationally recognized alliance of professional trainers, organizational development coaches, facilitators and support staff united by a set of core values and strategic approaches. They provide training, coaching, facilitation, curriculum development, and the practical application of research and best practices to programs, organizations, and networks that strengthen families and communities. Strategies offers webinars and frequently holds trainings in San Luis Obispo County. Staffs from the Department of Social Services, family resource centers, and other community partners have attended trainings on such topics as Bullying, Strengthening Families by Building Protective Factors, and Case Management.

RESOURCE FAMILIES

The local community college offers Parent Resource for Information, Development, Education (PRIDE) training for prospective Resource Families and relative caregivers. All perspective Resource Families and relatives are required to complete the PRIDE training, which addresses potential behavioral issues, placement, grief and loss, services offered in the department, effective communication with Social Workers, panel of inmates from the County jail and confidentiality training with Social Services Assistant Director. PRIDE training is held monthly at regional locations and is held at various times of the day and

week in order to meet the scheduling needs of resource families. The Department of Social Services has quality assurance standards in place with PRIDE instructors and curriculum. The Resource Family Approval process requires multiple service components to be completed. PRIDE classes offer on site CPR/First Aid, TB testing, Live Scans and health screenings free of charge. The Department of Social Services also offers a Foster Parent Academy, with trainings available to both Resource Families and Social Workers. Topics include Interacting with Birth Parents, Adoptions, drug abuse, prenatally exposed infants, and a Child Welfare parent panel. All Resource Family, relative/non-related extended family member caregivers, and adoptive parents are sent a list of the current course offerings on a monthly basis. All trainings, including PRIDE, provide free onsite childcare to address barriers to attending classes.

The local Foster Parent Association meets monthly and provides support for Resource Families. The Department of Social Services also distributes the quarterly Parent Empowerment Newsletter (PEN), to educate, support and connect resource, adoptive, and kinship parents. The County also offers a Mentor Program. The Mentor Program connects experienced Resource Families with new or struggling Resource Families to offer support through monthly calls or in person contacts. The Mentor Program also hosts a quarterly mixer for mentors and mentees to spend time talking about concerns in an informal environment. Child care is provided for these events. For adoptive parents, Specialized Training for Adoptive Parents offers a mentor program, respite care, therapeutic consultations, training stipends, and trainings for parents.

The County also sends out monthly "Quality Parenting Initiative (QPI) Topic of the Month" emails with information about current topics of interest to Resource Families and Social Workers. This QPI of the month can cover anything from confidentiality rules to how to care for a drug exposed infant to tips on easing stress during and after visitation. Additionally, the County hosts a QPI steering committee monthly that Resource Families are invited to attend. The QPI steering committee's purpose is to promote a high-quality excellent foster care system in San Luis Obispo County. The County also recently launched the Foster Friendly Business Program. This program works with local businesses to provide a small discount on services to Resource Families. In exchange the business receives a listing on our website indicating they are a Foster Friendly Business and a window cling they can display that shows their participation in the program. The County also recently launched the Foster Youth Enrichment Program (FYEP). FYEP coordinates a monthly group outing for foster youth to connect and experience activities such as horseback riding, theater performances, sporting events, and art lessons. In addition, youth or caregivers can request individual activities which have ranged from music lessons to sports clinics. The FYEP provides youth the opportunity to explore their interests and make connections with supportive community members.

PROBATION

Probation Placement Officers are not only required to complete General Probation Officer Core training during their first year of employment, but they also are required to complete Probation Placement Officer Core as well. This usually occurs during the first year of their placement assignment. Probation Officers in general are required to complete forty hours of Standards and Training for Corrections certified training every year. Above and beyond this requirement, Placement Officers are encouraged to attend additional placement related trainings such as concurrent planning, case planning and family finding. The Probation Department recently put on a case planning training for all caseload carrying Juvenile Probation Officers which covered Title IV-E Requirements and the SMART case plan model, as well as other Evidence-Based Practices related to case planning. Probation Officers are also encouraged

to take advantage of the county tuition reimbursement to further their training in areas of interest related to probation.

OTHER PROVIDERS

The CAPIT and PSSF Program Manager is responsible for providing technical assistance to subcontractors. With the formation of Partnership for Excellence in Family Support (PEFS), subcontractors and their staff have additional resources for technical assistance with The Center for Family Strengthening and its contractors, as well as options for formal training.

From the CAPIT funds, money is set aside for training scholarships. It is available for parents and family advocates in order to attend conferences and training events pertaining to family strengthening. Similarly, The Center for Family Strengthening provides CBCAP funded scholarships for parents to attend conferences and training events. The CAPIT/ PSSF liaison's attendance is required at the trainings, as it is funded by the Department of Social Services.

Training and technical assistance for vendors/contractors and parent liaisons is provided through PEFS. PEFS has identified five core projects:

- Parent Connection – the Parent Connection project coordinator ensures delivery of parent education programs supports parent coaching series, and monitors and evaluates parent education resources provided through the Parent Connection. The project coordinator also provides guidance to Parent Connection on content of the website, materials, and curricula.
- The Parent Leadership Program with PEFS is responsible for planning, implementing, and integrating the Promotores Collaborative of San Luis Obispo as a parent shared leadership into the community. This will further support engagement of parents on advisory councils, evaluation workgroups, etc.
- Peer Review – the Peer Review lead is responsible for planning and scheduling peer review trainings, as well as ensuring that partner agencies actively engage in the peer review process. Each PSSF and CAPIT recipient agency has participated in Peer Review with another family resource center in either San Luis Obispo County or the Tri-Counties area that includes Santa Barbara and Ventura counties.
- Staff Development – activities include identifying unmet staff needs, monitoring core staff development needs, and planning for and scheduling local trainings.

AGENCY COLLABORATION

COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES

Child Welfare Services, Juvenile Probation, and Community Prevention Partners value the Child and Family Services Review as an opportunity to engage the communities in improving efforts to ensure children are safe and cared for in their homes. Four local County Self Assessment Community Forums were offered to ensure each region's needs were addressed. Over 100 participants from various professions participated in efforts to assess where the focus is needed in making improvements. There was also an online survey in English and Spanish to ensure everyone who wants to participate has an opportunity to do so.

Throughout this report, it has been discussed that the Department of Social Services is involved with the community at a number of different levels. Child Welfare Services collaborates with community partners at all stages of a child welfare case, from Differential Response through Permanency Planning. Outreach occurs regionally, as the Department of Social Services strives to educate the community on services and policies. Probation also collaborates with numerous public and private agencies with some examples being County schools, Mental Health, Drug and Alcohol Services, local law enforcement agencies, Family Care Network, Inc., California Polytechnic State University San Luis Obispo, and Cuesta College. Both Departments attend meetings throughout the community in an effort to partner and increase visibility and understanding.

As discussed earlier in the report, the mission of the Department of Social Services reflects its commitment to working with the community: We partner with the community to enhance self-sufficiency while ensuring that safety and basic human needs are met for the people of San Luis Obispo County. The Department of Social Services has fully implemented and sustained collaborative efforts such as Linkages, Differential Response, Safety Organized Practice, Quality Parenting Initiative, and Team Decision-Making Meetings to ensure the family has a voice in the decision making and services are efficient as a result of provider's collaborative efforts. Probation's mission also reflects a commitment to the community: Probation contributes to the safety of the community by conducting investigations for the Court; enforcing orders of the Courts through community supervision; assisting victims; operating a safe and secure Juvenile Hall; and facilitating the socialization of offenders. Both Departments collaborate with community partners, engage in outreach activities and participate in training and community awareness programs.

The Department of Social Services has developed many contracts and Memorandums of Understanding (MOUs) with other agencies in an effort to coordinate services. Some examples include:

- Contract with Housing Authority to administer Eviction Prevention and Security Deposit
- Contract with Kinship Center for the Family Ties Relative Caregiver Program, a community-based family support service for relative caregivers and to the children placed in their care
- Contract with Family Care Network, INC for the San Luis Obispo Independent Living Program which empowers youth through education, life skills training, advocacy, workforce development, and community collaboration
- Contract with CAP-SLO Family Direct Services Division to implement Supporting Father Involvement (known locally as Positive Opportunities for Parenting Success), a program educating fathers on their roles and importance in the lives of children
- Contract with Family Care Network, INC to provide emergency shelter care and intervention services for foster children and youth
- MOUs with both Aspiranet, Kinship Center, Family Connections Christian Adoptions, to conduct adoption Permanency Assessments (also known as home studies)(My understanding is that we are internally completing home studies and no longer contract out)
- MOU with the Behavioral Health utilize collaborative case management to best serve those needing assistance with drug and mental health services
- MOU with Family Care Network, INC. to establish roles and responsibilities for providing transitional housing for emancipated foster and probation youth

PROBATION

Juvenile Probation also has MOUs with other agencies in an effort to coordinate services. Some examples include:

- MOU with Behavioral Health to provide medical and mental health services at Juvenile Hall
- MOU with participating agencies in the SAFE System of Care
- MOUs with Drug and Alcohol Services regarding the administration of Adult Deferred Entry of Judgment and Drug Court
- MOU with the Sheriff's Department regarding involvement in the Gang Task Force
- MOU with participating law enforcement agencies in the Narcotics Task Force

Additionally, both the Department of Social Services and Probation work closely with each other and other agencies on such collaborations as the Interagency Placement Committee, Children Services Network, First 5 Commission, San Luis Obispo County Foster Parent Association, Asset Development Network, Child Death Review Team, Domestic Violence Task Force, San Luis Obispo County Child Abuse Prevention Council, and Partnership for Excellence in Family Support, CSEC Collaborative and SLO County Human Trafficking Task Force.

INTERACTION WITH LOCAL TRIBES

As previously mentioned, San Luis Obispo County has no federally recognized Native American tribes and there is no formal relationship between the County and three tribes considered local by the Native American Heritage Commission. However, if any Native American child is involved with Child Welfare Services or Probation, every effort is made to ensure ICWA procedures are met.

SERVICE ARRAY

This section presents and analyzes both the current services and the lack of programs and activities provided by public, private profit and nonprofit organizations that affect the continuum of care for prevention, child welfare, and/or probation through after care. CBCAP, CAPIT, PSSF, and CTF funds can be used to strengthen the array of services from the community for the prevention of child abuse and neglect, as well as for children and families receiving Child Welfare and Probation services.

San Luis Obispo County has a variety of services available to families and children. Besides Mental Health, and Drug and Alcohol Services, some of the more commonly utilized include:

- **Services Affirming Family Empowerment (SAFE):** is a community based, school-linked program designed to bring prevention/early intervention services to children and families throughout San Luis Obispo County.
- **Wraparound:** services provided by Family Care Network Inc (FCNI) which provide a full range of intensive, clinical, and wellness services to children, youth, and families involved with CWS and Probation.
- **Community Action Partnership of San Luis Obispo (CAP-SLO):** is a non-profit agency that is committed to eliminating poverty by empowering individuals and families to achieve economic self-sufficiency and self-determination through a comprehensive array of community-based programs. CAP-SLO is also our Differential Response Community

Response and Direct Services provider. CAP-SLO offers in-home parenting and assists the family with concrete supports and referrals to local resources in support of Prevention, Family Preservation and Family Reunification.

- **DSS Community Outreach:** to increase awareness in the community of services and programs available through the Department of Social Services and Probation. Outreach activities include informational booths at events such as Kid's Day at the Park, Farmer's Markets, Food Banks, and Health Fairs.
- **Churches/Religious Community:** several of the local churches offer support groups, personal and family development programs, and concrete supports.
- **Approved Relative Caregiver (ARC) Program:** a county optional program which provides relative caregivers an equal amount of basic foster care rate with whom a non-federally eligible foster child is placed.
- **Family Treatment Court:** a program for families involved in dependency proceedings and whose primary issues are drug and/or alcohol abuse.
- **Resource Family Case Support:** a therapeutic and networking support group for all foster, adoptive, and relative caregivers.
- **Foster Care Screening Team:** will see all children who are newly placed in foster care to ensure they are being provided equal access to resources and services.
- **Juvenile Drug Court:** is a year-long program with four phases including Aftercare. The Treatment Specialist works with each youth to develop an individualized treatment plan that will educate and promote a clean and sober lifestyle.
- **Options for Recovery:** a program which provides specialized recruitments, training and respite care for foster parents, and federally-eligible relative/non-relative care givers who care for infants and children aged newborn to 60 months, who are prenatally exposed to alcohol and/or other drugs or who test HIV positive. The children must be a dependent of Juvenile Court.
- **Child Development Resource Center:** a nonprofit organization and community program providing child development and therapeutic interventions to strengthen families.
- **Martha's Place:** serves a children's assessment center for San Luis Obispo County. The Center provides assessments and treatment for children entering dependency and/or at high-risk for health and behavioral health problems.
- **Tri-Counties Regional Center:** providing support and services for children and adults with developmental disabilities living in San Luis Obispo, Santa Barbara and Ventura Counties so that they may live fully and safely as active and independent members of our community.
- **Salinan Tribe of Monterey and San Luis Obispo Counties:** Per the Salinan Tribe's website, the Salinan Tribe is a California State recognized tribe. They have an elected Tribal Business Council that includes social services leads, public educational/leadership leads, communication leads, tribal law leads, and tribal practice leads. They currently have 371 certified base roll members.
- **Head Start and Early Head Start:** CAP-SLO provides comprehensive child development programs for children from birth to age 5, pregnant women, and their families. They are

child-focused programs and have the overall goal of increasing the school readiness of young children in low-income families

- **California Youth Connection:** giving youth a voice to advocate for improvements in the care and treatment of youth and a chance to shift the stereotype of foster youth to a more positive image of strength, potential, and resilience.
- **RISE:** provides a crisis line for children and adults who are survivors of sexual assault. They provide supportive services, information on medical, legal needs, and advocacy.
- **Women’s Shelter programs:** The Women’s Shelter Program is committed to recognizing and responding to our community’s need for comprehensive, multi-cultural domestic violence and child abuse services.
- **Women, Infant, and Children Program (WIC):** provides supplemental food, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding post partum women, and to infants and children up to age five who are at nutritional risk.
- **Youth Treatment Program:** a residential treatment program serving youth who cannot cope with their present living situation and need a different living structure to recover and become stable.
- **Aaron’s Boys Home:** a group foster home for boys 12-17 years of age. This program provides a safe and positive environment for the boys whom have experienced trouble in their pasts and are now provided with the tools to become self-sufficient adults.
- **Restorative Partners:** a local non-profit agency that consist of local volunteers to run a variety of programs in Juvenile Hall. These are just a few of the many programs Restorative Partners offers at the Juvenile Hall: Alternative to Violence Project; Aggression Replacement Training; Creative Writing; and Substance Use Responsibility Education.
- **Child Health and Disability Prevention (CHDP):** is a preventive program that delivers periodic health assessments, developmental assessment, and dental screening and services to low income children and youth in out-of-home placement.
- **Youth in Action Program:** providing at-risk youth with a comprehensive, evidence-based curriculum to reduce gang violence and activity through education, awareness, family, and community engagement.
- **Thinking for Change:** an integrated cognitive behavior change program for Probation youth that includes cognitive restructuring, social skills development, and development of problem solving skills.
- **Aggression Replacement Training:** a cognitive behavioral intervention program to help children and adolescents improve social skill competence and moral reasoning, better manage anger, and reduce aggressive behavior.
- **Community Health Centers (CHC):** a non-profit network of community health centers located throughout the county. CHC offers fully accredited Medical, Dental and Chiropractic care as well as Health Education and Specialty Care.
- **Court Appointed Special Advocates (CASA) of San Luis Obispo:** advocates for the best interest of abused and neglected children within the court system. CASA recruits, trains, and supervises volunteers who advocate ensuring every child grows up in a safe, nurturing, and permanent home.

- **Cuesta Collect Foster and Kinship Care Education Program:** provides ongoing parenting classes for Foster Parents, Adoptive Parents, and Kinship Caregivers.
- **The SLO Noor Foundation:** is a volunteer-based: non-profit organization dedicated to providing high quality free healthcare to uninsured people living within our community.
- **Twin Cities Community Hospital:** is an acute care hospital in the north region of SLO County which delivers personalized, quality care, and advances the health of communities in the San Luis Obispo County region. With a medical staff of more than 115, the hospital specializes in Maternity Care, Emergency Services, Surgery and Joint Replacement, as well as a broad array of medical, surgical and outpatient services. Twin Cities Community Hospital also provides free community and educational programs.
- **Sierra Vista Regional Medical Center:** is a provider of acute care services on the Central Coast. Sierra Vista specializes in neurosurgery, high-risk pregnancy, pediatrics, trauma and neonatal intensive care. Sierra Vista also provides free community and educational programs.
- **French Hospital Medical Center (FHMC):** works with 330 local physicians in the Central Coast to provide cardiac care, critical care, diagnostic imaging, emergency medicine and obstetrics, FHMC also provides a number of free community and education programs.
- **Arroyo Grande Community Hospital and Marian Medical Center:** is a provider of acute care services in the south region of SLO County. Arroyo Grande Community Hospital provides cardiac care, critical care, diagnostic imaging, emergency medicine, obstetrics and free educational programs.
- **Clinica de Tolosa:** a nonprofit children's dental clinic serving children from low-income families throughout San Luis Obispo County.
- **First 5 Commission:** funds projects to improve health and enhance education, including Postpartum Depression Support Services, Oral Health Projects, and School Readiness Projects.
- **Preventative Health Grant:** funded by tobacco tax monies and which funds local programs to support optimal health, stability, independence and well-being of county residents. Currently, South County SAFE and Paso SAFE sites receive grant money to help fund family advocate positions.
- **Beginnings of San Luis Obispo County:** seeking to create a local culture that supports women in their efforts to abstain from alcohol, tobacco or other harmful substances during pregnancy.
- **Partnership for Excellence in Family Support:** San Luis Obispo County's family resource center network. Family Resource Centers are located in Nipomo, Oceano, Arroyo Grande, San Luis Obispo, Los Osos, Atascadero, Templeton, Paso Robles, and San Miguel.
- **Voluntary Service Plan (VSP):** provides an opportunity for pregnant women who are at-risk of or who have delivered a substance-exposed infant to voluntarily accept a drug and alcohol assessment and to cooperate with a treatment plan.
- **Domestic Violence Protocol:** through San Luis Obispo County Child Welfare Services in collaboration with local Law Enforcement Agencies to develop a coordinated response to children experiencing domestic abuse to ensure their safety and stability.

- **Drug Endangered Children (DEC) Protocol:** through the San Luis Obispo County Narcotics Task Force and in collaboration with other county agencies, have worked to facilitate a coordinated response in the interest of protecting children who are exposed to drug manufacturing, drug and/or narcotic sales, drugs and/or narcotics, drug paraphernalia, or hazardous or toxic substances.
- **The Commercial Sexual Exploitation of Children (CSEC) Collaborative Response Team Protocol:** is to ensure that Commercially Sexually Exploited youth in San Luis Obispo County, are successfully placed in a protective environment that offers therapeutic services, specific to their trauma, in order to help stabilize them and build skills to enter adulthood.
- **California Victim Witness and Victims of Crime Compensation Program:** serves children who have been a witness to or a victim of a violent crime. The Victim Witness and Crime Compensation Program is under the supervision of the District Attorney's Office.
- **Womenade San Luis Obispo County:** is a 501(c) (3) non-profit serving San Luis Obispo County and a network which donates items, time, and money to meet unmet financial essential needs in the county.

Additionally, the Department of Social Services is involved in initiatives designed to increase the efficiency and availability of services, such as Linkages, Differential Response, Safety Organized Practice, and Family to Family.

However, budget cuts have impacted the type and availability of services throughout the county, particularly Mental Health and Drug and Alcohol services. There is a particular need for increased monolingual Spanish services, substance abuse treatment programs, and aftercare services. Additionally, there are long wait lists for specialized services for children with special needs. The county has Homeless and Housing Services Programs that provide education, community outreach, and housing vouchers to those who are eligible. There is a need for more specialized services in the different regions of the county for special needs children and the homeless population to remove barriers to reunification and self sufficiency. These needs were frequently mentioned by the staff and the community during both the Peer Quality Case Review and County Self-Assessment.

Child Abuse Prevention, Intervention, and Treatment (CAPIT), Promoting Safe and Stable Families (PSSF), and Community Based Child Abuse Prevention (CBCAP) funding provides child abuse prevention and early intervention services throughout the county to ensure the health and well-being of children and families. Prevention services designed to keep families from getting involved in Child Welfare Services and Probation and which enable at-risk children to remain with their families include: evidence-based parenting classes, parent education resources, parent involvement programs, and efforts to raise awareness of the risk factors for and indicators of child abuse and referral procedures. Programs receiving funds serve a purpose along the continuum of children's services (0-5, school age, and youth) that leads to improved long-term outcomes for the county's children and families. Services specifically funded through the Office of Child Abuse Prevention include:

- **Services Affirming Family Empowerment (SAFE) System of Care (CAPIT/PSSF):** SAFE is an integrated, community-based, school-linked resource system for children and families developed by the Children's Services Network in 1998. Its purpose is to address a broad spectrum of issues related to keeping children safe, healthy, at home, in school and out of trouble. This is accomplished through six multi-agency service teams operating at six school-based sites in Arroyo Grande, Atascadero, Paso Robles, Nipomo, Oceano, and San Luis Obispo. Service providers work together to provide three levels of service, prevention,

community-based, and intensive. Two key components of SAFE are family-involvement in case planning and the intensive-level multi-agency team meeting which results in a coordinated case plan for the family. Each SAFE site utilizes the services of Family Advocates to work directly with the families. The SAFE intensive services team includes agency staff from Child Welfare Services, Probation, Mental Health, and community-based agencies particular to the family's needs. The following agencies host SAFE sites/staff are SAFE, and Central Coast Link. Recently, SAFE intensive teams specific to the 0-5 population have been convened.

- **Family Advocates (CAPIT/PSSF):** Family Advocates assess child and family needs, provide parent education, system navigation, and advocacy as part of the services provided through local family resource centers. In the SAFE system of care, supportive Family Advocates remain connected with the family over time and help them access appropriate services at every level. Family Advocates are bilingual/bicultural staff and are therefore better able to provide support services to at-risk youth and linguistically isolated families in both the North and South Regions of San Luis Obispo County. The following agencies provide Family Advocate services to their respective communities SAFE, and Central Coast Link.
- **San Luis Obispo Child Development Center (CAPIT):** Provides family-centered, therapeutic child development childcare, and individual and family therapy to below-poverty, high-risk families with children 0-5 residing within San Luis Obispo County. The program is unique and not duplicated in the county, offering support to families with children at high-risk of abuse, neglect, or exploitation. The Child Development Centers collaborates with family advocates and family partners to increase outreach to Spanish families.
- **Promotores Collaborative of San Luis Obispo (CBCAP):** A 40 hour leadership-training program, in collaboration with North and South Region family resource centers. This program provides parents and agency leaders with the tools to work together constructively. Parents are empowered to engage in system planning, improve family functioning, and improve systems via the development of integrated, consumer-oriented, and accessible services.
- **Parent Connection of San Luis Obispo County (CBCAP):** A coordinated, systemic approach to the delivery of parent education resources in the family support field. Parent Connection offers:
 - A web-based family resource center (sloparents.org) providing a current list of parenting classes and parenting support services
 - An information line (805-543-3700) to help parents find classes in their area
 - The Parent Connection Helpline (805-904-1411) with parent coaches who can answer parenting questions and provide support

Information provided through the Parent Connection is available in English and Spanish, is organized by geographic region, and lists all parenting support resources, parenting classes, and family resources available in each area. Additionally, parent resources are listed according to need, such as resources for dads, ages 0-5, school-age, teens, and children with special needs. There is also a section for professionals with information on upcoming workshops and trainings. Examples of parenting classes available to parents in San Luis Obispo County include:

- **BABY STEPS (through Alpha Pregnancy and Parenting Support):** is a 7-week course peer-led educational program that provides a safe environment for pregnant and first-time mothers and fathers to discuss topics regarding pregnancy and parenting.
- **Celebrating Families (through Drug and Alcohol Services of San Luis Obispo County):** is a 16-week, evidence-based cognitive behavioral, support group model written for families in which one or both parents have a serious problem with alcohol or other drugs and in which there is a high risk for domestic violence, child abuse, or neglect. Celebrating Families works with every member of the family from ages 3 through adult, to strengthen recovery from alcohol and/or other drugs, break the cycle of addiction and increase successful family reunification.
- **Co-Parenting Essentials (through the Parenting Center):** is an evidenced-based co-parental education class for divorced and divorcing parents, parents with shared custody, and parents without custody, who are involved in continued conflict. Co-Parenting essentials focus on adult issues related to communication, managing emotions and accepting personal responsibility for personal actions. Parents learn about the detrimental effects of conflict on their children and new ways to communicate to end fighting and to increase cooperation.
- **The Parent Participation Program (through San Luis Coastal Unified School District):** enhances parenting skills through classroom discussion, interaction, and observation. Parent and child attend class once a week and focus on the developmental stages of the child. Curriculum includes teacher-led discussions on parenting techniques and strategies for creating a healthy family environment.
- **Parent Project Jr. Loving Solutions (through Transitions-Mental Health Association):** is a 7-week class for parents of strong-willed and impulsive children ages 5 to 10 years. Loving Solutions provides guidelines for parents to determine when they need a "rule," what issues are negotiable, when parents can negotiate with children, how to use time-outs properly to gain substantial behavior change, how to get children to cooperate with household chores, to get along better with siblings, and improve school success.
- **Parent Project Sr. (through Transitions-Mental Health Association):** is a 10-week class, providing activity based instruction, support groups, and curriculum addressing the most destructive of adolescent behaviors.
- **The Peppertree Parenting Class (through The Peppertree Counseling Center):** teaches parents how to improve family communication, establish effective discipline methods, create a better relationship with their children, implement drug prevention strategies, and much more. The class uses Systematic Training for Effective Parenting, a seven-session planned training curriculum that focuses on improving communication among family members and lessening conflict.
- **Positive Discipline Workshops:** are designed for parents of pre-teens and teenagers. Positive Discipline is a program designed to encourage young people to become responsible, respectful, and resourceful members of their communities. Positive Discipline employs non-punitive methods for teaching valuable social and life skills in a manner that is respectful and encouraging for both children and adults (parents, teachers, childcare providers, youth workers, and others).

Child Welfare Services uses Structured Decision Making tools to assess the strengths and needs of families, and to ensure the safety of children. Probation uses the Youth Level of Service/Case Management Inventor, a validated risk assessment tool to help identify the youth's major needs,

strengths, barriers, and incentives and produce an effective case management plan. Additionally, multi-disciplinary teams meet in a variety of settings to further address the needs of families and children. Agencies frequently meet together with families to discuss available and appropriate services.

ICWA

San Luis Obispo County has a very small Native American population and no federally recognized tribes. Therefore, no specific services are identified for the Native American population. The County strives to comply with the Indian Child Welfare Act (ICWA), as outlined in Division 31-515 and 31-525, and during the Detention Hearing the Native American Ethnic relationship status is asked for. If an Indian child is identified, the proper notification is sent to all tribes.

DISCONTINUED PROGRAMS AND SERVICES

- **Atascadero School Placement Empowerment Network (ASPEN):** was a program to reduce, or eliminate the need to place children in foster care outside of their local community/home school area and to reduce the associated losses for children and place youth with people they have existing relationships with. The program is no longer available in Atascadero, as the agency decided to take this approach county-wide with the implementation of the Resource Family Approval program.
- **Family Prevention Services:** was a program available for CalWORKs families to build on family's strengths to reduce the risk of future child abuse and maltreatment and help the family achieve self-sufficiency. This program was discontinued to avoid duplication in practice with the implementation of the CalWORKs OCAT Assessment Tool.
- **Positive Opportunities for Parenting Success (POPS):** was a program designed to support fathers to be actively involved in their children's lives. This program was discontinued due to lack of funding. The agency is currently working with local providers to add father involvement programs in SLO County.
- **Children Affected by Methamphetamine (CAM):** program was a grant-funded initiative to address the diverse needs of children whose lives are affected by parental substance abuse. This program ended as the grant expired.
- **Bakari Mentoring Program at Cal Poly:** was a culturally sensitive and gender specific intervention and prevention program for at-risk and underserved youth in age from 14-17 years and attending high schools throughout San Luis Obispo County. This program was replaced with alternative youth mentoring programs.
- **Teens Together:** was a program which offered intensive intervention for higher risk probation youth. This program offered pre-placement services and after-care options to assist youth in re-unifying earlier. This program was replaced with alternative youth mentor programs, such Restorative Partner programs.

It should be noted that Probation discontinued Teens Together and the Bakari program since the last CSFR process, but these programs have been replaced by other evidence based programming including Aggression Replacement Training (ART), Alternatives to Violence Program (AVP, Journaling and Moral Recognition Therapy (MRT).

QUALITY ASSURANCE SYSTEM

CAPIT/CTF/CBCAP/PSSF

The Board of Supervisors has designated SLO County's Child Abuse Prevention Council, Center for Family Strengthening as the authorized entity to provide oversight to the Children's Trust Fund and Kids Plates Fees fund. The Department of Social Services, in partnership with the Center for Family Strengthening, is responsible for maintaining records of fund expenditures, monitoring specific activities, and for collecting and reviewing data.

The Department of Social Services continues to serve as the conduit and fiscal agent for the Child Abuse Prevention, Intervention, and Treatment (CAPIT) and Promoting Safe and Stable Families (PSSF) funding streams. The PSSF/CAPIT liaison, a Department of Social Services Prevention Program Manager, reviews and approves all invoices prior to submittal to fiscal staff for processing. Requests for Proposal are issued through the County General Services division. All contracts require specific, measurable outcomes that are tracked via quarterly reports submitted to the Department of Social Services Program Manager. Data is also reported to the Prevention Program Manager as necessary for the completion of the Annual Report to the Office of Child Abuse Prevention (OCAP). The Program Manager schedules on-site reviews of at least one OCAP funded provider annually. The Department of Social Services has a system to report any findings noted during the site review and recommends corrective action as necessary. The Prevention Program Manager follows up with contractors in writing to address any concerns noted during the reporting process and offers technical assistance as necessary to improve outreach to targeted populations and improved tracking of service provision.

The Department of Social Services delegates Center for Family Strengthening (CFS) to implement Community Based Child Abuse Prevention (CBCAP) services in collaboration with and reporting to the Children's Services Network and County Board of Supervisors. The entire Community Based Child Abuse Prevention (CBCAP) funds of \$17,000 are used for The Promotores Collaborative of San Luis Obispo County, which is a Parent Leadership Program. Evidence-based practices such as surveys are utilized to measure what parents learn from the classes. In addition, CBCAP funds support attendance at the California State Parent Leadership conference and provide stipends for parent representation during the County Self-Assessment planning process.

CFS has developed systems for program evaluation and assessment of client satisfaction for Children's Trust Fund (CTF) and CBCAP funded services via pre and post tests, surveys, and focus groups. Additionally, several components of Partnership for Excellence in Family Support (PEFS) will ensure consistency among funded agencies which is useful in overall evaluation and capacity building for fund recipients.

COUNTY ACCOUNTABILITY OF CAPIT/CTF/CBCAP/PSSF

The CAPIT/CTF/CBCAP/PSSF service providers collect participation and use of funding through intake screening tools. They also collect program specific information from participants through questionnaires as well as pre and post tests. Quality of service is based from the responses of the participants. Additionally, the CWS Prevention Program Manager reviews CWS/CMS to determine how many participants have a substantiated allegation of abuse or neglect after completing case management and parenting programs.

Should a corrective action be required, CWS will work with the OCAP service providers on the areas requiring correction to bring the contract back into compliance. CWS provides ongoing oversight and support to ensure the OCAP service providers are supported and in compliance with strengthening and preserving families and help to create permanent homes for children when they are unable to return to their families of origin.

The County Self-Assessment process has revealed opportunities for improvement in the overall quality assurance system for CAPIT and PSSF funds. Areas for improvement in oversight include:

- Developing a formalized review process requiring annual on-site reviews of a minimum of three funded programs annually. A cycle for review will be established so that every program is visited at least every other year.
- Outcomes evaluation
- Assessment of client satisfaction via surveys conducted annually
- The Department of Social Services already collects quantitative data on the population served
 - The improved system will utilize consumer feedback captured it through surveys and on-site monitoring visits to the programs to capture qualitative data
 - The goal, to be addressed further in the System Improvement Plan, is to establish a formal process that results in the issuance of written monitoring reports that identify strengths and areas in need of improvement, including any findings and concerns, and provides an opportunity for the contractor to address the findings and submit a corrective action plan
 - The Prevention Program Manager will monitor the contractor's implementation and resolution of the corrective action plan

CHILD WELFARE SERVICES/PROBATION

The recent County Self-Assessment Community Forums provided both Child Welfare Services and Juvenile Probation with community and partner agency feedback. Both agencies would like to continue these forums on a regular basis to provide an opportunity for continuous feedback.

Child Welfare Services has created a variety of specific databases that support continued self-evaluation and goal-setting. The Child Location Database tracks children from the time that they enter placement, as they move from one placement to another until they return home. Team Decision-Making Meetings are continuously monitored and results are shared with all Child Welfare Services staff on a monthly basis. The Resource Family Database tracks county Resource Family homes from the first inquiry during recruitment through approval. This database is used by Child Welfare Services managers, foster care recruitment and retention, licensing, placement and adoptions to find available homes, set recruitment goals and monitor county homes. There is a database to monitor ILP youth's progress in preparing for adulthood following youth from the completion of the Transitional Independent Living Plan, throughout ILP services until the youth has transitioned to adult life. Monthly Measures allows managers, supervisors and case-carrying Social Workers to track their progress on a monthly basis from the perspective of the individual Social Worker, to the unit, regional and department-wide levels. At every level and area of responsibility decisions can be made on how to improve the results based on actual data.

In early 2010, Probation completed a three year Strategic Plan for the implementation of Evidence-based Practices. This plan includes areas of quality assurance, including the tracking of internal outcome data as well as measurements of the reliability of assessments and other departmental tools.

ICWA AND MULTI-ETHNIC PLACEMENT ACT (MEPA)

The Department has several policies and procedures in place to ensure the agency is in compliance with ICWA and MEPA requirements. Social Workers inquire about Native American ancestry at the onset of a case and the court is notified immediately. Once a child is identified as Indian, the Social Worker will complete the required paperwork and Legal Processing staff sends certified notifications to the tribes. Once the tribes respond, this information is submitted to the court. If the child is determined to be ineligible for enrollment, the agency has complied with ICWA. If the child is determined eligible for enrollment, the social worker would continue active efforts in complying with ICWA requirements related to placement and services. In regards to MEPA, the agency diligently recruits a diverse group of foster and adoptive parents to mirror the racial and ethnic composition of children in out-of-home placement. The agency is mindful of placing children in homes that best meet their individualized needs and can support their development.

COMPREHENSIVE ASSESSMENTS OF CHILDREN

Social Workers, Social Worker Supervisors and the Public Health Nurse utilize the SafeMeasures and Katie A. databases to ensure comprehensive assessments are conducted on children in out-of-home care. Social Workers complete initial and ongoing assessments on the child's mental health needs through the Katie A. database. County Mental Health, Family Care Network, Inc. and Martha's Place have access to this database to receive initial assessments to identify if the child meets eligibility criterion for services. This database provides a comprehensive and coordinated screening and assessment of the child's needs to ensure continuity of care. Results of the assessment are then entered into the Health and Educational Passport (HEP) in CWS/CMS. Educational information is entered into the HEP upon the child's entry into foster care. The Public Health Nurse reviews the HEP, SafeMeasures and documentation from service providers to ensure that children are receiving preventive care and specialized services to meet their needs in a timely manner.

Probation completes a Minor and Family Assessment as well as a youth risk and needs assessment, the Youth Level of Service Inventory (YLS-I). In addition, a psychological evaluation is completed by a court authorized evaluator in all placement cases. Furthermore, County Mental Health is contracted to provide mental health services in the Juvenile Hall including medication assessments by a psychiatrist as needed. All of these services inform the case planning process and identify treatment needs including mental health and trauma issues.

PSYCHOTROPIC MEDICATION

The Department has created an internal database that tracks the number of children in foster care on psychotropic medication. This system provides the following information:

- Date of prescription
- Prescribing doctor
- Date of prescription filled and pharmacy used
- Name of medication
- Dose and instructions on time of day to take
- What symptoms the medication is treating
- Previous medication discontinued to include dosage

- Copy of JV-220 (authorized by court)

The Department has a Public Health nurse review all JV-220's prior to them being processed and submitted to the court for authorization. Once authorization is granted, Social Workers communicate with foster parents on administration of psychotropic medication and complete required medication logs as required by state licensing. The Public Health Nurse (PHN) and Social Worker are responsible for ensuring a child is seen regularly by a physician to monitor the effectiveness of the medication, assess any side effects and/or health implications. Additionally, consideration of changes needed for dosage or medication type and determination whether medication is still necessary. Social Workers will request to know whether other treatment options would be more appropriate and if they have already been explored. Social Workers are required to have ongoing conversations with the child and foster parent(s) about administering both prescription and psychotropic medications appropriately and about the child's experience with the medication(s), including any side effects. This information is entered into child's Health and Education Passport and the (PHN) will provide ongoing oversight.

The Quality Assurance (QA) Unit will conduct reviews and will assess medication management and whether the agency provided appropriate oversight. Trends identified will inform staff training, policy and procedural changes and conformity with federal requirements.

Probation coordinates with the foster care provider to identify prescription needs and obtains approval for psychotropic medications where necessary, either through the JV-220 process or by parental authorization where allowed. Any medication changes are monitored by the foster care Public Health Nurse through the reviewing of health encounter forms. The Probation Officer also reviews the health encounter forms.

PHYSICAL HEALTH AND EDUCATIONAL NEEDS

The County of San Luis Obispo has worked to create a strong partnership with our local County Office of Education including participating in their Foster Focus database which allows greater flow of communication around a child's education needs. Additionally, the County convenes a work group quarterly that focuses specifically on the needs of foster youth education and is comprised of stakeholders from a the County, CASA, County Office of Education, and District Liaison representatives. The County works collaboratively with our Public Health Department, including having a Public Health Nurse assigned to work with foster children's health case management. This nurse is co-located at one of our offices and works closely with Social Workers, foster parents, and community providers to review health records and track any concerning trends. Additionally, the County has a team available to go to the care provider's home to do an in-depth needs screening that includes assessing the youth's physical, mental, educational, and emotional needs in addition to working with the care provider to identify any areas they could use additional support and skill building. The County also utilizes Family Team Meetings to discuss the needs of foster youth and ensure that those needs are addressed.

SPECIAL NEEDS

Upon a child's entry into foster care, the parents complete a family social history questionnaire. This information is entered into the child's Health and Education Passport and any special needs of the child are entered as an alert on their profile. Children under the age of 5 receive Martha's Place assessments. If a child is assessed to have special needs, Martha's Place will make a referral to Tri Counties Regional Center (TCRC) for an assessment. Both agencies can provide specialized services to children with special needs and their families. For children who are over the age of 5, the agency assists the parent(s) in requesting Individual Education Plan assessments. The school district will conduct formalized

assessments and will determine if the child meets eligibility criterion for special education services. The Public Health Nurse works diligently with families with children who have special medical needs to advocate that providers have all the same information and coordinates care and services to prevent delay in meeting the child's needs and to identify any resource gaps.

The QA Unit will conduct reviews and assess whether the agency provided appropriate services to meet the child's educational and physical needs. Trends identified will inform staff training, policy and procedural changes and conformity with federal requirements.

CONCURRENT PLANNING AND TERMINATION OF PARENTAL RIGHTS (TPR) TIMELINES

The QA Unit is monitoring the County's documentation and compliance of federal requirements through the Child and Family Service Reviews (CFSR). The QA worker will review the case file documentation and conduct key case participant interviews asking specific questions regarding concerted efforts the agency made to engage the family in case planning, concurrent planning and meeting TPR timelines. The reviews provide both quantitative and qualitative data which is provided to the Program Manager of the QA unit who then disseminates this information to Regional Managers during monthly meetings. Regional Managers are addressing this data with Social Worker Supervisors who provide direct supervision and training to line workers. The goal for these reviews is to strengthen county practice and ensure increased conformity.

Probation works with the family to identify a concurrent plan that is included in the case plan prior to a youth leaving for placement. Concurrent planning services such as relative visitation are included in case plans where appropriate. Probation includes a concurrent planning section in all status review reports in cases where families are receiving reunification services.

ADDRESSING NEEDS OF INFANTS, TODDLERS, CHILDREN, AND YOUTH

San Luis Obispo County carefully considers the needs of children and the ability for foster families to provide for those needs prior to placement. Through development of needs and services plans, conversations with foster families, and providing additional supportive services, San Luis Obispo County is committed to insuring that the highest quality of care is provided to the children in foster care. Beginning in November 2013, San Luis Obispo County began participating in the Resource Family Approval Program which provides for a richer and more thorough pre-approval evaluation for all families including relatives.

Part of this evaluation includes a psycho-social component which assists our county in being able to gain a deep understanding of the foster family and their unique abilities and challenges. In addition to a thorough pre-placement evaluation of the foster family, San Luis Obispo County also maintains a high level of post placement support in order to make sure foster families and children are successful and supported throughout their journey.

Some of the supports in place include a dedicated Foster Support Unit that is available to communicate with foster families about any needs they are experiencing, a mentor program that connects seasoned foster families with newer foster families that need additional support, and a robust participation in the Quality Parenting Initiative that promotes a strong partnership between the County and the Foster Families. San Luis Obispo County participates in the Options for Recovery Program that provides additional funding to train and support foster families who care for substance exposed infants and children up through age 5. Additional services which address the developmental needs of infants, toddlers, and children: Martha's Place, Tri-County Regional Center, Child Development Center, and CWS

Foster Care Public Health Program. Martha's Place provides assessments to all children entering foster care, ages 0-5, for developmental and/or emotional delays. Children can be referred to Tri-Counties Regional Center for developmental assessments and services. CAP-SLO provides a comprehensive child development program for children from birth to age 5. CWS collaborates with Child Development Center to provide play therapy, speech therapy, and trauma informed therapeutic services.

Kinship and Family Care Network Inc provide supports, such as trauma informed therapeutic services geared towards Resource Families in supporting both caregivers and children/ youth during placement and reunification efforts.

Critical Incident Review Process

For the past ten years, Center for Family Strengthening of San Luis Obispo (formerly known as San Luis Obispo Child Abuse Prevention) has served as the convening agency for the Child Death Review Team. They have always met quarterly, but since these incidents are so few, this meeting is only held as needed. The findings of the Child Death Review Team are entered into a national web tool by the Director of the Center for Family Strengthening of San Luis Obispo.

National Resource Center (NRC) Training and Technical Assistance

Currently, the Department of Social Services of San Luis Obispo County has not taken advantage of the National Resource Center (NRC) Training and Technical Assistance. San Luis Obispo County plans to incorporate the use of this assistance in the future.

Peer Review Results

STAKEHOLDER FEEDBACK

The County Self-Assessment Advisory Group sought input from the community through four forums held regionally throughout the county. This included an evening forum that was offered in San Luis Obispo to accommodate working parents and students. Over 250 invitations were sent out to community partners, staff, foster youth and parents. There were 133 people who participated in the forums. Margie Albers, from California Consulting, served as a neutral facilitator for all four forums. During the forums, participants were provided with an overview of the County Self-Assessment process, as well as background information on each focus area. Participants were then asked to break up into small groups and brainstorm responses to the discussion questions provided. Questions were provided in both English and Spanish on the Department of Social Services website. The survey link was emailed to community and staff to gather further input. The responses from both the forums and the surveys have been incorporated throughout this report to describe the relevant services, programs, policies and

practices that were assessed during this process. The county will utilize this information to improve the Child Welfare System and outcomes for children and families by integrating it into the development of the 2015 System Improvement Plan. Additionally, Child Welfare Services and Juvenile Probation conducted a Peer Review in September 2014 to gather additional qualitative information through interviews to identify challenges/barriers and strengths in practice.

FOCUS AREA

Child Welfare Services and Probation chose different focus areas for the Peer Review. Child Welfare Services identified Re-Entry Following Reunification while Probation chose Services/Supports and Stability for Older Youth. While the Peer Review provided positive feedback on the strengths and dedication of Child Welfare Services and Probation staff, it also provided valuable feedback on areas needing improvement.

For Probation, the Placement Stability literature for older youth stressed the value of permanent connections in the youth's life as well as thoughtfully transitioning youth to lower levels of care while developing increasing levels of responsibility. The Implementation of Extended Foster Care/After 18 in AB 12 and subsequent legislation has had a significant impact on the demographics of Probation foster youth in San Luis Obispo County. The average number of placements for all 22 NMDs was 3. Clearly this systemic change has impacted placement stability outcomes, especially for those youth in care for at least 24 months. Research has shown that these youth frequently change placements and practical experience in San Luis Obispo County has confirmed this.

Many of the findings from San Luis Obispo County's Peer Review are reflective of the four-day Peer Case Review process. San Luis Obispo County CWS invited Social Workers from the following counties; Sonoma, Shasta, Santa Cruz, San Diego, and Orange County to participate on the interview teams and provide peer county insights and recommendations. Probation invited Probation Officers from the following counties; Fresno, San Diego, and Napa. These counties were selected due to their outcome performances and promising practices. The interview teams were comprised of two Child Welfare Social Workers and one Probation Officer. Child Welfare and Juvenile Probation Officers were interviewed regarding the selected cases. After each day of interviews, a facilitated discussion was held to identify strengths and areas needing improvement. On the final day, an hour debriefing event was held with CWS and Probation leadership. This was followed by a debriefing event for all of the Peer Review participants, local CWS Family Maintenance/Family Reunification Social Workers and Supervisors, and Juvenile Probation Supervisors and Officers.

BACKGROUND AND METHODOLOGY

Child Welfare selected Re-Entry Following Reunification and all of the cases identified during the evaluation period were reviewed. A total of 21 children re-entered foster care during the 12-month period between January 1, 2012 and December 31, 2012. These 21 children represented 14 families. Out of the 14 families, 12(86%) had their children re-enter foster care due to the parent's drug relapse.

Probation evaluated Services/Supports and Stability for Older Youth because at the time of preparation for the Peer Review, over half of the youth under an out of home placement ordered through the delinquency court in San Luis Obispo were over the age of 18 participating in Extended Foster Care. Cases were selected from a list of those participating in Extended Foster Care as of Quarter 4 of 2013. In order to obtain an accurate cross section, the selection process included consideration of factors, such as gender, jurisdiction (transition or delinquency) and probation officers assigned to the case.

Twenty-one cases were selected. Fourteen of the cases were Child Welfare and seven were Probation. Both “successful” and “unsuccessful” cases were included in the review. Child Welfare cases were considered successful if the child did not re-enter foster care within 12 months of reunification. The cases were identified as unsuccessful if the child did re-enter foster care within 12 months of reunification. Other factors that Child Welfare considered included: Circumstance for re-entry, after-care services, Safety Organized Practice.

SUMMARY OF FINDINGS

CHILD WELFARE SERVICES

Child Welfare Services has identified the following issues that create barriers and challenges, training needs, system and policy changes, resource issues, and recommendations for improvement of practice and outcomes for children and families through the Peer Review Process:

- Lack of father engagement and fathers not being utilized as a resource in Family Reunification (FR).
- Child Welfare Services has resource challenges surrounding placement options that increase the likelihood of reunification occurring prematurely or placement decisions being compromised.
- The Peer Review Process has identified the need to train and clarify the application of Safety Organized Practice specifically differentiating between complicating factors versus harm and danger when assessing a family’s readiness for progressive visitation and readiness for reunification.
- Services and resources in San Luis Obispo County are limited and have long wait lists which negatively impacts children, youth and families in addressing their identified needs (i.e. housing, transportation, and therapies).
- Child Welfare Services needs to establish maintaining continuity of treatment support and after care after reunification and case closure.
- The Peer Review Process has identified a training need on time frames and conditions for reunification; application of SOP to ongoing case planning and engagement with families; and trauma informed training by County Mental Health.
- Resources in rural areas are scarce and needed.
- The County has a need to increase shelter care resources and target recruitment of foster homes that can meet special needs and maintain community connections (geographical locations).
- Service eligibility of parents can drive decision making and premature FR especially when parents have more complicated needs.
- The agency to reinforce the importance of families demonstrating their ability to safely care for their children over time working towards safe FR, it is critical not to rush this process.
- Child Welfare Services focuses on working on positive perceptions surrounding reunification, at times, this can be perceived by the social worker as a reason to reunify the child prematurely although they are lacking information or concrete evidence of parent’s readiness.

PROBATION

For Probation, the following themes were identified:

- Challenges of early family finding and engagement.
- Probation has a high number of out of county group home placements and this is contributing to issues affecting multiple outcome areas (timely reunification, placement stability, and permanent connections).
- Probation placement staff needs more formalized training around Extended Foster Care guidelines, trauma informed practice, SILP approval guidelines, and cross training with Child Welfare Services.
- Lack of resources and services for teen parents on probation.
- Need additional in county placement options specifically related to short term needs (i.e. 30, 60, and 90 days).
- Probation should develop more formalized planning processes and engagement strategies to support older youth as they transition in foster care, such as My Life or Life Team Meetings.

This information will be discussed in more detail and addressed in the System Improvement Plan, as Child Welfare Services and Probation develop their plan to improve upon practices and services to better serve the children, youth and families of San Luis Obispo County.

PEER PROMISING PRACTICES

A Peer Review final debrief tool was compiled into eight domains:

1. CWS/CMS and Documentation
2. Promising Practices
3. Barriers and Challenges
4. Training Needs
5. "System" and Policy Changes
6. Resources Issues
7. Technical Assistance Needs
8. Recommendations

CHILD WELFARE SERVICES

CWS/CMS AND DOCUMENTATION

1. **Case Planning:** Social Workers will use CWS/CMS to develop and tailor plans that contain clear goals and benchmarks in order to provide case planning and delivery of services that will work towards safe Family Reunification.
2. **Face-to-Face contacts:** Social Workers will clearly document key findings in order to see the progress of the family.

3. **Quality of documentation:** Social Workers will incorporate views of all the people involved, such as the voice of the children, to determine how they feel about reunification.
4. **Visitation plans:** Social Workers will provide detailed documentation on visitations with the families while they are regular and ongoing according to the case plan.

IDENTIFY PROMISING PRACTICES

1. **Safety Organized Practice (SOP):** The implementation of SOP has strengthened the front end decision-making and case planning. Outcomes that have greater stability and planning create a more successful and sustained plan for Family Reunification.
 - a. Staff appreciates the clarity SOP provides in helping everyone identify key issues and increases the Social Worker’s confidence in case decision making.
 - b. SOP families appreciate the clarity of knowing what the issues are (not in the dark) and increases feelings of engagement, empowerment, and motivation.
2. **Engagement:** Early, active and frequent engagement of the Social Workers attributed to successful reunification.
3. **Short term intensive treatment foster care:** Supports placement stability and has enabled collaborative planning with the CALM Home.
4. **Expanded application of Family Team Meetings:** TDMs are seen as a strength throughout the life of the case (initial placement through Family Maintenance/Reunification).
5. **Connecting with local resources:** San Luis Obispo County continues to have a strong working relationship with local agencies and effectively connects families with local resources.

IDENTIFYING BARRIERS AND CHALLENGES

1. **Perceptions around reunification:** There needs to be more focus on positive accomplishments throughout the process to reunification.
2. **Improving the process for case transfers:** There needs to be a more unified, systematic way to support the transfer of cases from one Social Worker to another in order to support each Social Worker in allowing changes/alterations to initial assessments, case plans, and/or services set up for the family that previously the receiving Social Workers felt they could not change.
3. **Placement resources:** Placement resources are not readily available for placement options specific to geographic areas and this impacts decision-making practice.
4. **Availability for WRAP Services:** WRAP Services are considered to be a strength, but there is a need for more availability throughout the county.

IDENTIFY TRAINING NEEDS

1. **Visitation:** Training is needed for planning, implementing, monitoring and supporting the practice of progressive visitation.
2. **Safe Family Reunification:** Training for staff on time frames, conditions for reunification, assessing progress, and parent’s readiness in support of Safe Family Reunification.
3. **Case Transfers:** Training Social Workers to transfer cases through best practice of a warm hand off to ensure the continuity and support for the family and case plan.

4. **Timely training:** Having timely and relevant training available to Social Workers in order to carry out their practice in a timely manner.

IDENTIFY SYSTEMIC/POLICY CHANGES

1. **Resource Issues:** If resources are scarce or not available, this may impact decision making. For example, there was a need for shelter care resources that attributed to early placement decisions being made without full confidence in the placement.
2. **Treatment support and After-Care maintenance:** There is a need to maintain continuity of treatment support and after-care when a family has reached reunification and their CWS case has been closed. Additionally, the family needs the continuation of support for treatment even after the child(ren) leaves Foster Care.
3. **Clarification on Safety Organized Practice:** There needs to be clarification of the application of Safety Organized Practice with more of a focus on Harm and Danger and not just complicating factors.
4. **Applying Safety Organized Practice:** Working with staff to apply the tools that they learned for Safety Organized Practice with ongoing case planning and family engagement.

IDENTIFY RESOURCE ISSUES

1. **Child Abuse Listening and Mediation (CALM):** CALM's short-term, intensive treatment for Foster Care children is seen as a valuable resource for intervention. There are limited CALM homes within the county to support a high level of children who have severe mental health and behavioral needs who end up being transferred out of the county.
2. **In-home Parenting Resources:** There is a need to provide in-home parenting resources to families involved with CWS.
3. **Additional/Alternative Placement Options:** There is a need to determine additional or alternative placement options so that children placed in Foster Care can continue to maintain community connections to support and meet special needs of the child(ren).
4. **Basic needs:** Basic needs such as housing, transportation, Mental Health services, and Drug and Alcohol services continue to be an issue when these resources are unavailable due to lack of availability.

OTHER

1. **Available services for parents:** Services that are not easily available to parents, especially when parents have needs that are more complex, such as Mental Health or substance abuse, can cause rushed decision-making that can allow premature Family Reunification to happen when issues that have temporarily been managed, may reoccur.
2. **Reinforce Safety Plans:** To reinforce the importance that families demonstrate the ability to care safely for their children over time by building their safety plans for Family Reunification. It is equally important to not rush the decision-making process and allow the parents to demonstrate their safety plans successfully.
3. **Safety Organized Practice from start to finish:** It is important that Social Workers integrate Safety Organized Practice throughout the life of the case.
4. **Aftercare:** It is important to provide in-home parenting resources for the family once reunification occurs.

PROBATION

CWS/CMS AND DOCUMENTATION

1. **Access to Case History:** Probation Officers are not able to access placement history on Child Welfare cases.
2. **Case Transfers:** CWS/CMS allows an easy transition and “warm hand-off” between Probation Officers that encourages communication on case information.
3. **Data Collection:** CWS/CMS is used by Probation Officers to track history and data collection.
4. **Cross County Notification:** CWS/CMS allows cross notification if a youth has transitioned to an Independent Living Program (ILP) worker in another county. That county can then enter the ILP contacts and assign a secondary worker.

IDENTIFY PROMISING PRACTICES

1. **Community Partners Collaboration:** Probation continues to form connections and ongoing collaboration between Probation Officers, CASA, ILP and County Mental Health.
2. **Consistency with cases:** Probation maintains a process of having Probation Officers committed to the same case for two years to provide consistency within the case.
3. **Family engagement:** It is encouraged by Probation for each youth to participate in family engagement.
4. **Address past barriers:** Probation Officers acknowledge that a youth has been through past traumas. The Probation Officers work with the youth to address issues that were impacted by previous decisions, and provide services to work through these barriers.

IDENTIFYING BARRIERS AND CHALLENGES

1. **Out of County Placements:** These are the barriers and challenges surrounding out of county placements:
 - a. Inability for Probation Officers to see youth(s) frequently
 - b. Less family support due to geographic location
 - c. Lack of permanent connections for the youth
 - d. Lack of Probation Officer’s knowledge regarding resources in the other county
 - e. Limited access to the youth that cause limited status updates, difficulties trying to engage youth, monitor youth, and support youth
2. **Training for Extended Foster Care (EFC):** Clarifying EFC guidelines and criteria – training needed.
3. **Youth “Buy-in”:** Finding additional ways to cultivate “buy-in” by the youth.
4. **Importance of Family Connections:** Emphasize the importance and need for Probation Officers to engage the youth in finding family connections.
5. **Minor Mothers:** There is a challenge in providing services to minor mothers as the complexity of their case factors and the availability of services/placement are scarce.

IDENTIFY TRAINING NEEDS

1. **Extended Foster Care (EFC):** There is a need for training on EFC specifics, guidelines and criteria.

2. **Trauma Informed Care:** There is a need for training on trauma informed practice; how trauma triggers anxiety responses to change and cause instability.
 - a. Need to increase knowledge of diagnoses and triggers for children
 - b. Specialized training for youth who are sexually acting out
3. **Community Resources:** There is a need for training on what community resources are available as well as how to obtain child care for minor parents.
4. **Mental Health trauma:** There is a need to provide Probation Officers with a more comprehensive training on Mental Health trauma, the cause and effects and how to recognize Mental Health trauma.

IDENTIFY SYSTEMIC/POLICY CHANGES

1. **Case Plans:** Establishing standards for case plans that set clear benchmarks, milestones, and goals that will assist in planning and motivating youth.
2. **Cross County Collaboration:** Encourage older county ILP youth to get involved and get the Ansell Casey Life Skills Assessment to help identify their needs, plans, and services.
 - a. Establish an out of county liaison.
3. **Eligibility Standards:** Continue to clarify and reinforce eligibility standards and criteria.
4. **Cell phones:** It is beneficial for Probation Officers to have access to issued cell phones to maintain communication with their clients; however, logging requirements cause additional job duties.

IDENTIFY RESOURCE ISSUES

1. **Resource Family Homes:** Ensuring that efforts are being done when a youth is taken into custody regarding identification of Resource Family homes.
2. **Minor Parents:** The County has limited resources and services for teen parents who are on probation.
3. **Transitional Housing Placement Plus (THP-Plus):** There is a need for Probation to revisit criteria regarding continued program involvement, particularly for THP-Plus and THP-Plus Resource Family homes. Currently, there is a “Zero Tolerance” rule for youth who may have past barriers, especially when some youth are on probation (WIC 602). There is a need for more services and options for these youth as well as criteria change so they can stay in these kinds of placements.
4. **Supervised Independent Living Placement (SILP):** There is an increased need for more placements options for youth who live in a SILP.
5. **Group Care:** There is an increased need for options for group care when youth are appropriately placed there.
6. **Short Term Placement:** There is a need for more short term (30, 60, and 90 days) placement options in San Luis Obispo County.

OTHER

1. **Extended Foster Care (EFC):** Consistent application of EFC guidelines and criteria is needed.

RECOMMENDATIONS

1. **Family Connections:** Engage family members and other informal supports to the youth for healthy supportive connections.
2. **“My Life” Meetings:** Establish “My Life” meetings so youth can include their own goals and have the platform to share his/her story.
3. **Family Finding:** Provide Family Finding Training to Probations Officers so they can assist the youth in finding their parents, relatives, or other connections.
4. **Youth “Buy-in”:** Provide each youth with choices and options instead of making placement decisions without them. Allow the youth to feel like they have some “buy-in” and control of their life.

Outcome Data Measures

The following measures serve as the basis for the San Luis Obispo County’s Self-Assessment and are used to track the County’s performance over time. Child Welfare and Probation placement data is reported to the state through the Child Welfare Services/Case Management System (CWS/CMS), as well as through continued paper reporting methods for Probation. Child Welfare Services and Probation are responsible for inputting data in CWS/CMS as part of the caseload management process for children and families receiving child welfare or probation placement services.

Child Welfare Services identified improvement in family engagement efforts by strengthening the assessment of family situations in the 2011 SIP. These efforts will provide a better understanding of the protection needs of children and provide effective case management. The following were additional areas that required more focus:

- Timely and consistent use of Structured Decision Making assessments.
- Aftercare plans were needed to support families in maintaining stability and connecting with community resources for ongoing support.
- Engaging and strengthening the role of fathers in Child Welfare Services by involving them in Team Decision-Making Meetings and case planning.
- Communication efforts were needed to be reframed to share the various strategies Child Welfare Services has implemented to protect children and strengthen families. Communication needed to be ongoing.
- Increased collaborative efforts with family advocates, youth, and parent partners.

Since 2011, Child Welfare Services has increased the work in all the above identified areas. The Department has incorporated Safety Organized Practice (SOP) and has cross trained our community partners. The outcome numbers have increased and the practice with our community partners has been aligned to match the work that our Social Workers are doing. After having conversations with our Family Resource and SAFE Centers, they decided to do Facilitation Trainings with SOP and are participating in a Workgroup with our agency to align the SOP language in their Family Team Meetings. Our OCAP providers have also changed their Scope of Work to match the direction we are headed.

Since the 2011 SIP for Probation, the agency has improved the following outcomes:

- Developed supervisory and staff training for new hires, as well as staff who are re-assigned to a new program.
- Worked with Parent Connection to develop a parenting program specific to parenting delinquent youth.
- Began using Team Decision-Making Meetings to assist with family engagement within the placement and reunification process. Probation was able to utilize Child Welfare Services as a resource as they work to implement Team Decision-Making Meetings.
- Child Welfare Services and Probation worked together to develop a specialized recruitment for placement resources for pre-teens and teens.
- Educated both Child Welfare Services and Probation foster youth on the options of continuing in foster care until age 21.
- Partnered with Family Care Network, Inc (FCNI) to refer eligible youth to their Transitional Housing Placement Program host family program.

Federal standards remain constant while the State standards change quarterly, and are based on all California counties. Therefore, it is important to remember that the most accurate comparisons look at a County's past and present performance. San Luis Obispo County is continuously analyzing data, seeking a better understanding of how accurately it reflects practices, and modifying practices as needed. Child Welfare Services and Probation's goal is to meet or exceed both the Federal and State standards.

Child Welfare Services continues to use the Differential Response system, which proposes that Social Workers act on referrals with a greater variety of responses and services. Child Welfare Services also uses Structured Decision Making Hotline tools to assist in identifying the appropriate response/path. Hotline screening is a three-step process that includes the following:

- Screening decision procedures, to help Intake Social Workers evaluate whether to screen out or assign a referral for investigation
- Response priority procedures, used to determine how quickly an Emergency Response Social Worker should contact the family when a referral is accepted for investigation
- A path decision, which determines who responds to the referral

Community Response (Path 1) referrals are identified as low risk for child abuse and/or neglect. These referrals are screened out for the purpose of CWS/CMS, and are referred to The Center for Family Strengthening for community services. The Center for Family Strengthening Direct Services and In-Home Parent Education programs offer a countywide voluntary child abuse prevention program. The Center for Family Strengthening Parent Educators/Advocates assists families with services to keep children safe and healthy. These services include in-home parenting, assistance with food, clothing, shelter and children's beds or cribs. They also provide referrals to community and county programs. The Center for Family Strengthening tracks and reports the family's response to services to Child Welfare Services. The Department of Social Services tracks re-referrals, including individuals who declined The Center for Family Strengthening services. A report is being developed to enhance analysis of re-referrals and no recurrence of maltreatment.

Collaborative Response (Path 2) requires a Child Welfare Services Community Response within 10 days. Mandated reporters and community partners are given the opportunity to collaborate and respond with Social Workers when appropriate on Path 2 referrals. Emergency Response Social Workers have responded with a variety of community partners, including Public Health Nurses, Drug and Alcohol, Mental Health and Participant Services.

Child Welfare Services Response (Path 3) referrals are typically designated for an immediate response by a Social Worker within 24 hours.

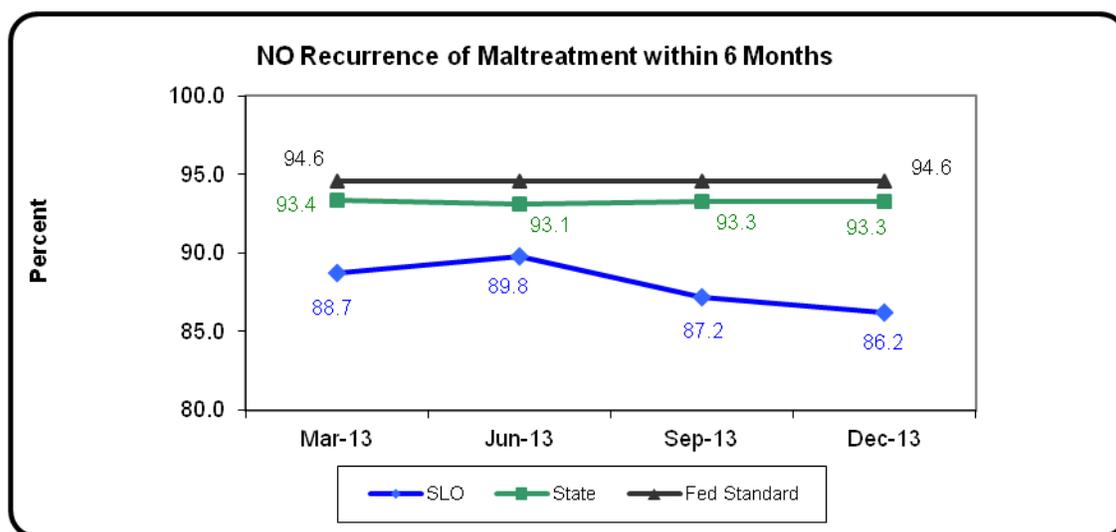
IMPACT OF THE 2011 SIP

S1.1 NO RECURRENCE OF MALTREATMENT

CHILD WELFARE SERVICES

This measure reflects the percent of children who were victims of abuse/neglect with a subsequent substantiated report of abuse/neglect within 6 months.

As of December 2013, Child Welfare Services' rate of no recurrence of maltreatment has decreased from 88.7% (312 children) in March 2013 to 86.2% (269 children) in December 2013, which is below the federal goal of 94.6%. Child Welfare Services continues to focus on prevention and early intervention efforts with community partners in an effort to reduce the recurrence of maltreatment.



	March 2013		June 2013		September 2013		December 2013	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	88.7	323/364	89.8	282/314	87.2	292/335	86.2	269/312
State	93.4		93.1		93.3		93.3	
Federal Standard	94.6		94.6		94.6		94.6	

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team

ANALYSIS

The following patterns were identified in the characteristics and circumstances of the children who experience repeat maltreatment:

- The majority of the referrals were for general neglect
- The highest numbers of referrals were made by law enforcement
- There was a higher representation of White and Hispanic children, which reflects the County demographic
- As of December 2013, children ages 0-5 years old and children ages 6-8 years old were among the highest in recurrence of maltreatment.
 - Of the children ages 0-5 (150 children), 17 had a recurrence of maltreatment, and no cases were opened.
 - Of the children ages 6-8 (54 children), 8 had a recurrence of maltreatment, and 1 case was opened.
 - Of the children ages 9-12 (43 children), 8 had a recurrence of maltreatment, and 1 case was opened.
 - Of the children ages 13-17 (65 children), 10 had a recurrence of maltreatment, and 1 case was opened.
- For the year of 2013, there were a total of 472 substantiated allegations out of 2240 referrals (21.1%) investigated, which is consistent with state level.

Substance abuse continues to be an issue in San Luis Obispo County and a major cause of referrals, both initial and subsequent. Although a parent may seek and successfully complete treatment, there will always be the possibility of relapse and a subsequent referral to Child Welfare Services. Substance abuse treatment options are available throughout the county, but there is a need for a greater variety of treatment models and services, especially for Spanish-Speaking individuals, and fathers.

In 2012, approximately 51% (620 of 1211) of referrals received had substance abuse as the contributing factor for the allegations of child maltreatment. In December 2013, there was a 4% (55%; 530 of 971) increase in referrals received having substance abuse as the contributing factor for the allegations of child maltreatment.

Domestic Violence is the second most prevalent issue in San Luis Obispo County. In December 2013, approximately 38% (371 of the 971) of contributing factors in referrals to Child Welfare Services were for Domestic Violence. This has decreased from 2012 where 40% (474 of 1211) of reported victims had a Domestic Violence contributing factor.

In general, most referrals received have multiple contributing factors which lead to the complexity of engaging these families.

The training of the twelve modules of Safety Organized Practice (SOP) began September 2012 and ended in August 2013. Since its implementation, SOP has helped Social Workers bring a common language and framework for enhanced critical thinking and judgment to all individuals involved with a family. The purpose is to allow the pursuit of a balanced and more complete picture of child welfare issues. The main objectives consist of strategizing on building effective working relationships and a

shared focus to guide casework among all stakeholders (child, family, worker, supervisor, extended community, etc.). These strategies include having a facilitated family meeting, the development of family safety networks, group supervision, and family finding. Enhancing critical inquiry and minimizing the potential for bias's is accomplished by taking workers through a rigorous "mapping" of the safety, danger and risk undertaken collaboratively by all stakeholders.

PREVENTION

The following services and resources are available to reduce the rate of recurrence of maltreatment in San Luis Obispo County:

- Structured Decision Making (SDM) - a set of evidence-based assessments for use by Social Workers and their supervisors. They provide a higher level of consistency and validity in the assessment and decision-making process, as well as a method for targeting limited resources to families most likely to subsequently abuse or neglect their children.
- Team Decision-Making Meetings (TDM) - includes families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.
- Linkages - a partnership between Child Welfare Services and Participant Services and is the Department of Social Services' approach to placing the family's needs first and to collaborate in providing services and resources.
- CalWORKs Family Reunification Services (Assembly Bill 429) - provides Welfare to Work activities and supportive services to parents who are involved with both the Child Welfare Services Family Reunification and CalWORKs programs.
- Interagency Meetings - hosted by the Department of Social Services and is held quarterly to share resources and support multi-service referrals with partner agencies.
- Family Stabilization Services (FSS) (Assembly Bill 74) - a new component of the CalWORKs program that provides intensive case management and supportive services to participants. Family Stabilization Services are designed to ensure a basic level of stability within a family prior to, or concurrently with, participation in Welfare to Work (WTW) activities.
- Community Action Partnership of San Luis Obispo (CAP-SLO) Family Support Services - offers programs which includes the Direct Services and In-home Parent Education Program.
- Differential Response – in collaboration with CAP-SLO, referrals of suspected child abuse and/or neglect are assessed using Structured Decision Making Hotline Tools and Decision Trees, and are assigned to one of three paths: Community Response, Collaborative Response, or Child Welfare Services Response
- Family Resource Centers (FRC) - Family Advocates, who assess child and family needs, provide parent education, system navigation, and advocacy services. Family Advocates remain connected with the family over time and help them access appropriate services at every level. They are bilingual/bicultural in order to provide better support services to at-risk youth and linguistically isolated families in all areas.
- Services Affirming Family Empowerment (SAFE) System of Care - an integrated, community-based, school-linked resource system for children and families. Its purpose is to address a broad spectrum of issues related to keeping children safe, healthy, at home, in school and

out of trouble. Service providers work together to provide three levels of service: prevention, community-based, and intensive.

- Two key components of SAFE are family-involvement in case planning and the intensive-level multi-agency team meeting which results in a coordinated case plan for the family. Each SAFE site utilizes the services of Family Advocates to work directly with the families.
- San Luis Obispo Child Development Center (CDC) - provides family-centered, therapeutic child development childcare, and individual and family therapy to below-poverty, high-risk families with children 0-5 residing within San Luis Obispo County. The program is unique and is not duplicated in the county, offering support to families with children at high-risk of abuse, neglect, or exploitation. The CDCs partners with family advocates and family partners to increase outreach to Spanish families.
- North County Connection - provides substance abuse recovery and self-help group services.
- Parent Connection of San Luis Obispo County - Provides a coordinated, systemic approach to the delivery of parent education resources in the family support field. Parent Connection offers a web-based family resource center providing a current list of parenting classes and parenting support services.

Child Abuse Prevention, Intervention, and Treatment (CAPIT), Promoting Safe and Stable Families (PSSF), and Community Based Child Abuse Prevention (CBCAP) funds the following services that work to reduce the rate of recurrence of maltreatment in the County:

- Services Affirming Family Empowerment (SAFE) services, funded by PSSF and provided through Family Resource Centers
- Family Advocate services, funded by PSSF/CAPIT
- Parent education and support resources, funded by CBCAP
- Parent Leadership Program, The Promotores, and Together We Will, funded by CBCAP
- Recovery resources, funded by PSSF/CAPIT
- Multidisciplinary Team Meeting with coordinated case planning, funded by PSSF/CAPIT

Areas identified by both the community and staff as needing of improvement includes:

- Need for consistency when using SOP Tools and Resources
- Increased support for families, through the use of Community Service Aides, Parent Advocates, and Youth Mentors
- Drug and alcohol services, including detoxification, residential treatment programs and additional sober living homes
- Family violence training and services
- Engaging fathers in services
- Age appropriate services for foster youth
- Peer mentoring for foster youth
- Aftercare services

- Use of Safety Networks

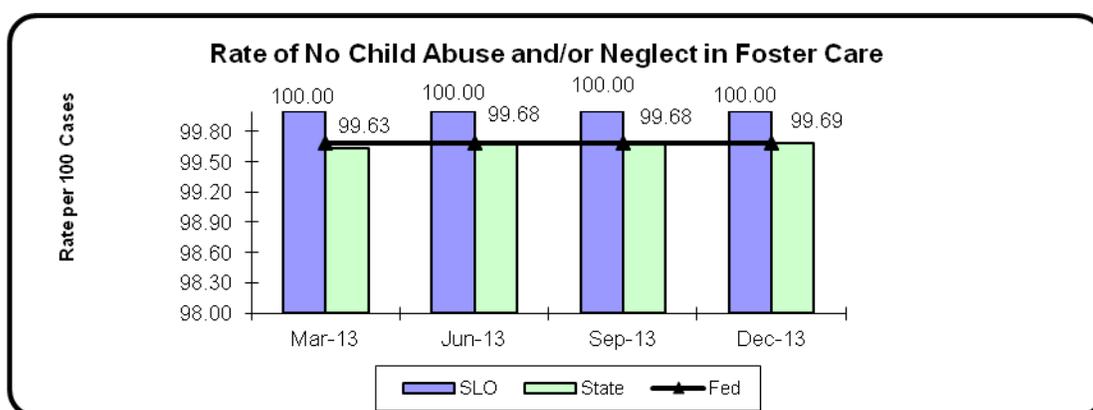
Additional supports funded by PSSF and CAPIT that could possibly impact this measure include aftercare planning and post-reunification follow-up, respite care, and parent education on such topics as coping with stress and health and nutrition.

S2.1 NO MALTREATMENT IN FOSTER CARE

CHILD WELFARE SERVICES

This measure reflects the percent of children in foster care who are abused or neglected while in placement.

As of December 2013, Child Welfare Services' rate of no child abuse and/or neglect in foster care was 100%. This rate exceeds both the State and Federal rates for this measure.



	Mar-13	Jun-13	Sep-13	Dec-13
SLO	100.00	100.00	100.00	100.00
State	99.63	99.68	99.68	99.69
Fed	99.68	99.68	99.68	99.68

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team

ANALYSIS

The following services and resources are available to caregivers:

- Health Care Program for Children in Foster Care; a public health nursing program that works with Child Welfare Services and Probation to provide public health nurse expertise to meet the medical, dental, mental and developmental needs of children and youth in foster care.
- Parents Resource for Information, Development and Education; designed to strengthen the quality of resource family parenting and adoption services by providing a standardized, structured framework for recruiting, preparing, and selecting resource families and adoptive parents.

- Foster and Kinship Care Education Program; provides free workshops for Resource or Adoptive Parents and Kinship caregivers.
- Foster Parent Empowerment Newsletter; helps educate, support and connect resource families, adoptive, and kinship parents.
- Foster Parent Training Academy
- Foster Parent Association; holds monthly meetings to discuss ongoing topics and provide training for Resource Families.
- Mentor Program; connects experienced caregivers with new or struggling caregivers.
- Resource Family Case Support Meetings; allow caregivers to meet with a therapist to discuss case specific concerns including behavior, emotional and developmental needs of Foster Youth.
- Respite Care through Options for Recovery (OFR) Program; the OFR program trains caretakers to provide specialized care to drug exposed children age 0-5.
- Substitute Care Provider Resource List; provides information on activities such as after-care programs, parenting resources, and cultural resources.

Concerns that were expressed by both the community and staff include:

- Long wait lists for resources such as Martha's place, Dependency Drug Court, Drug and Alcohol, Mental Health, and specialized therapies
- Need for Child Welfare Services and Probation to improve their communication and engagement efforts with both families and the community

Child Welfare Services has reporting and tracking procedures for the occurrence of abuse and neglect in relative, non-related extended family member and county-licensed resource home settings. Most reporting and tracking is handled by the Licensing Unit. Prior to the placement of a child, licensing staff conducts screenings and licensing of Resource Families and other individuals living in the Resource Family home. Allegations of abuse in county-licensed foster care are treated as Child Welfare Services Response (Path 3) immediate referrals. In these instances, both an Emergency Response Social Worker and a Licensing Social Worker will respond to the referral. All Social Workers are trained to assess the appropriateness of placement. Community Care Licensing, the state regulatory division, has jurisdiction to investigate allegations of child abuse in Resource Family Agencies or group homes. They are immediately notified if an allegation is received.

PROBATION

There are no known instances of abuse or neglect against a minor placed in a foster care program by Probation. Group and Resource Family homes used by Probation are licensed by the State (or other states where applicable), or an independent Foster Family Agency. In the few cases where a minor on probation is placed with a relative, that relative and any other adult in the home is screened to see if the placement is appropriate for the child. Probation Officers contact each minor in placement, regardless of placement type, at least once a month. Safety concerns are addressed during each visit and followed up with immediately. Probation Officers document the safety concerns and follow-up actions in CWS/CMS. They report issues to Community Care Licensing when appropriate.

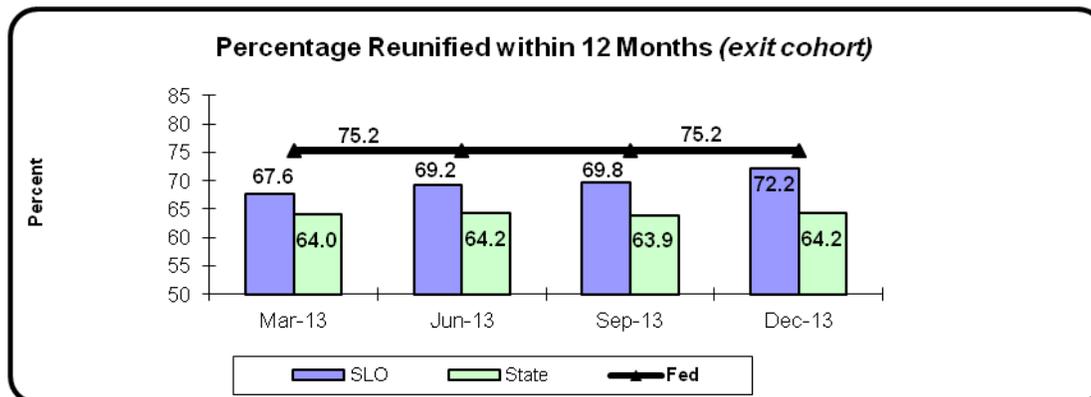
Probation and the Department of Social Services have a Memorandum of Understanding that documents procedures for investigating, processing, and recording reports of abuse involving Probation youth in out-of-home placement.

C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT)

CHILD WELFARE SERVICES

This measure indicates the percentage of children reunified within 12 months of removal.

As of December 2013, of 108 Child Welfare Services children who have been in foster care 8 days or longer and are leaving foster care to reunification during the year, 78 were reunified in less than 12 months from the date of the latest removal from home. Child Welfare Services achieved a 72.2% success rate compared to the Federal standard of 75.2%. San Luis Obispo fell short (by 3 children) of the benchmark of 81 children reunifying in less than 12 months of their latest removal from home. Though San Luis Obispo has fallen short of the Federal goal for the past three quarters, SLO has consistently exceeded the state average by a significant amount.



	Mar-13	Jun-13	Sep-13	Dec-13
SLO	67.6	69.2	69.8	72.2
State	64.0	64.2	63.9	64.2
Fed	75.2	75.2	75.2	75.2

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

For Child Welfare Services, the following patterns were identified for the 108 children who were reunified during the time period of 1/1/2013-12/31/2013:

- **Removed for General Neglect** - 100% (78) of the children reunified within 12 months and 87% (26 of 30) of the children reunified in 12 months or more
- **Placement with Kin** – 63% (49 of 78 children) of those reunified within 12 months and 53.3% (16 of 30 children) reunified in 12 months or more
- **Placement with Foster Family Agency** – 17.9% (14 of 78 children) of those reunified within 12 months and 23.3% (7 of 30 children) reunified in 12 months or more
- **Placement in County-Licensed Resource Family Home** – 19.2% (15 of 78 children) reunified within 12 months and 6.7% (2 of 30 children) reunified in 12 months or more
- **Placements in Group Homes** – None for those reunified within 12 months and 13.3% (4 of 30) of those reunified in 12 months or more

Placement with kin comprised the highest percentage of placements for all of the children. Child Welfare Services continues to work on decreasing placement moves and increasing permanency and stability.

There were a high number of siblings groups in the statistic for children reunified in more than 12 months. 13 of the 30 children not reunified within 12 months belonged to six siblings groups. There were five siblings groups of two and one sibling group of three.

Age of the child also played a factor in reunification within 12 months. For December 2013, the statistics indicate that in the age groups from birth to twelve years of age (a total of 91 children), reunification within 12 months occurred 80.2% of the time (well above the national goal of 75.2%). Median months that this age group had an open was 7.9 months. In the age group from thirteen to seventeen years of age, only 5 (29.4%) out of the 17 children were reunified within 12 months. Median months that this age group had an open was 18.2 months.

There is an array of services in the county to assist with reunification that include Wraparound services program, Intensive Care Coordination, Therapeutic Behavioral Services, Full Service Partnership, and Court Appointed Special Advocates. Team Decision-Making Meetings assist with family engagement in the placement and reunification process and identify and develop relative placement options.

PROBATION

As of December 2013, of 4 Probation youth discharged from foster care to reunification during the year, which had been in foster care for 8 days or longer, 2 were reunified in less than 12 months from the date of latest removal from home. This is a 50% success rate compared to the federal standard of 75.2%.

Given the small numbers of Probation youth captured in this measure (4), one or two cases can make a significant statistical difference. Furthermore, additional factors complicating timely reunification efforts for Probation youth include age (Probation youth are on average older than their Child Welfare Services counterparts), placement type (Probation youth are often placed in group home care) and offending behaviors (sexual offenders are an example of youth often needing lengthy residential treatment episodes).

For Probation, the following patterns were identified through SafeMeasures for the 39 youth in an out of home placement as of 12/31/13:

- **Age** - 82% (32) of the youth were over the age of 16.

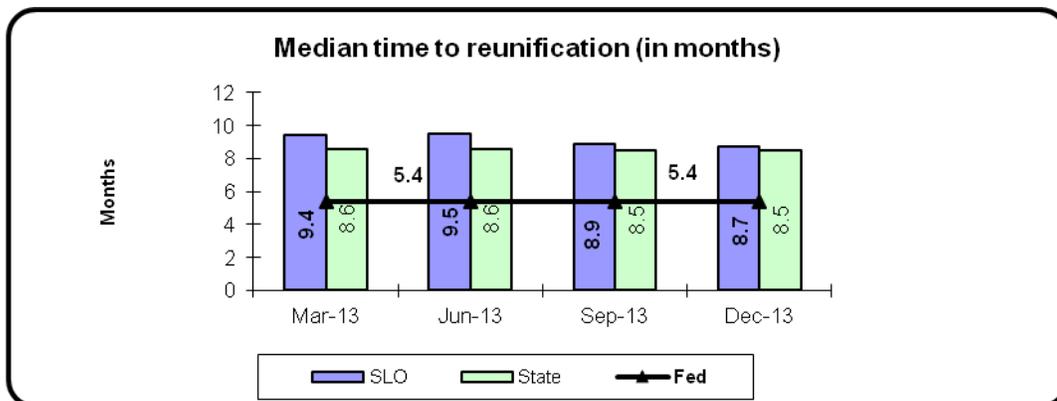
- Placement with Relative/Non-Relative Extended Family Member (NREFM) – 17.9% (7) of the youth were placed with relatives or NREFMs.
- Placement with Foster Family Agency (FFA) – 15.4% (6) of the youth were placed through FFAs in either Foster homes or transitional housing programs.
- Placement in Supervised Independent Living Placement (SILP) – 25.6% (10) of the youth were Non-Minor Dependents (NMDs) placed in SILPs
- Placement in Group Homes – 41% (16) of the youth were placed in group homes.
- Sexual Offending Behaviors – 23% (9) had an adjudicated sexual offense.

C1.2 MEDIAN TIME OF REUNIFICATION (EXIT COHORT)

CHILD WELFARE SERVICES

This measure computes the median length of stay in months for children reunified.

As of December 2013, the median length of stay from the date of latest removal from home until the date of discharge to reunification was 8.7 months for all Child Welfare Services children leaving foster care to reunification during the year.



	Mar-13	Jun-13	Sep-13	Dec-13
	Months	Months	Months	Months
San Luis Obispo	9.4	9.5	8.9	8.7
State	8.6	8.6	8.5	8.5
Federal Standard	5.4	5.4	5.4	5.4

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

Age of the child also played a factor in median time to reunification. For December 2013, the statistics indicate that in the age groups from birth to twelve years of age (a total of 91 children); the median months open was 7.9 months. In the age group from thirteen to seventeen years of age, the median months open was 18.2 months. Of the 12 children in the older age group who reunified in more than 12 months, 3 of those children spent an average of 32 months in group homes due to mental health issues and extreme behavioral issues.

The predominant contributing factors that lead to a child's removal from the home are substance abuse and family violence. Although parents may be fully engaged in reuniting with their children, research indicates that drug and alcohol relapses are the norm rather than the exception. Mental Health and Drug and Alcohol Services have been impacted by understaffing, affecting their ability to adequately provide services. Therefore, given the restricted mental health and substance abuse resources in San Luis Obispo County, many children re-enter care due to on-going family challenges and a scarcity of resources.

PROBATION

As of December 2013, for all Probation youth leaving foster care to reunification during the year, the median length of stay from the date of latest removal from the home until the date of discharge to reunification, for those who had been in foster care 8 days or longer was 10.9 months.

The factors affecting median time to reunification for Probation youth are similar to those referenced under C1.1. The federal standard of 5.4 months is very difficult to attain. Aside from age, placement type and offending behaviors, some additional factors identified in the peer reviews or community forums as impacting timely reunification included the following:

- Out of County Placements – San Luis Obispo County has only two in county group homes. Furthermore, there is a shortage of FFA foster homes and accessibility to these homes is limited for Probation youth; therefore, many Probation youth are placed in out of county group homes as their first placement. The distance to these programs provides barriers to family reunification services as it is harder for the family to visit the youth and participate in family treatment components of the programs. It is also more difficult for the Probation Officer to develop rapport with the youth and help motivate him/her as the frequency of contact is reduced.
- Family Engagement/Resistance to Services – With Probation youth being older and having their own offending behaviors, it is difficult to engage parents in a timely fashion as they often see the youth as the only one who needs to make changes. As a result, parents are often slow in completing their family reunification requirements.
- Housing instability – When parents have unstable housing it is difficult to have solid reunification plans.
- Parental sobriety – Parents with their own substance abuse issues create barriers to reunification. Even though they may not be the subject of a WIC 300 petition, they are often in need of their own specific substance abuse treatment before a safe reunification can occur.

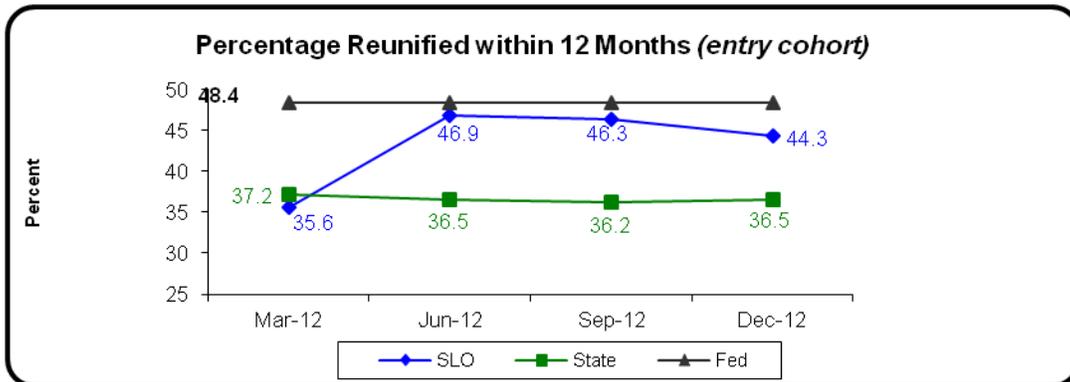
- Mental Health Issues – Mental health issues on the part of the youth or parent/guardian can delay reunification efforts as the complexity of the case and treatment needs increases.

C1.3 REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT)

CHILD WELFARE SERVICES

This measure computes the percentage of children reunified within 12 months after entering foster care for the first time during a 6-month period. The 12-month cutoff to reunification is based on the latest date of removal from the home, and excludes children who have been in care for less than 8 days. Children with a current placement of “trial home visit” are included in the count of children reunified in less than 12 months if that visit lasted at least 30 days, its start-date fell within 11 months of the latest removal date, and it was the final placement before the child left foster care to reunification.

As of December 2012, for the 79 children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, Child Welfare Services had 35 children (44.3%) reunified in less than 12 months. San Luis Obispo County has consistently scored well over the state average of 36.5%, but is slightly under the Federal standard of 48.4%.



	Mar-12	Jun-12	Sep-12	Dec-12
SLO	35.6	46.9	46.3	44.3
State	37.2	36.5	36.2	36.5
Fed	48.4	48.4	48.4	48.4

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

Of the 44 children not reunified in 12 months:

- 5 of 44 children had parents who were bypassed and Family Reunification was never ordered, thus realistically could not reunify within 12 months.
- 11 sibling groups of two
- 1 sibling group of three

Child Welfare Services strategies that are being considered in the 2015 SIP to ensure timely reunification within 12 months include:

- A county policy to ensure that Exit from Placement Team Decision-Making Meetings occur prior to extended visits and reunification.
- Closer compliance with use and application of Structured Decision Making Reunification Reassessments and making sure they are implemented and tracked.
- Implementation of Progressive Visitation practices
- Implementation of Child and Family Team Meetings (CFTM)

Strengths to assist with timely reunification within 12 months include:

- Lower caseload size for Family Maintenance/ Family Reunification Social Workers, approximating the Senate Bill 2030 numbers.
- Encourage utilization of parenting resources for fathers through Parent Connection of San Luis Obispo County. This will help strengthen families, achieve positive outcomes, and assist with earlier reunifications.
- Exploring formalizing partnerships with Family Resource Centers and Services Affirming Family Empowerment (SAFE) teams for additional family support services.

Challenges that may contribute to not achieving timely reunification within 12 months may include:

- Increased caseload numbers and complexity of families.
- Assignment of new staff or transfer of staff from other programs to Family Maintenance/Family Reunification caseloads.
- Supervisor retirements and vacancies in the Family Maintenance/ Family Reunification programs. The most experienced Family Maintenance/Family Reunification Supervisor has only supervised the program for four years. Before retirements impacted this program, the least experienced supervisor had 12 years of experience.
- Mental Health and Drug and Alcohol Services have been impacted by understaffing, affecting the ability to adequately provide services. This has affected service delivery and is potentially contributing to reunifications taking longer than 12 months.

PROBATION

For the time period of January 1, 2013 to June 30, 2013, of the 11 Probation youth entering foster care for the first time that remained in care for 8 days or longer, 2 youth (18.2%) reunified in less than 12 months. This is below the federal standard of 48.4%.

As detailed in the comments under measures C1.1 and C1.2, reunification in less than 12 months has proven to be a difficult standard for Probation youth.

Some strategies and services identified in the peer review and community forums to assist in timely reunification included the following:

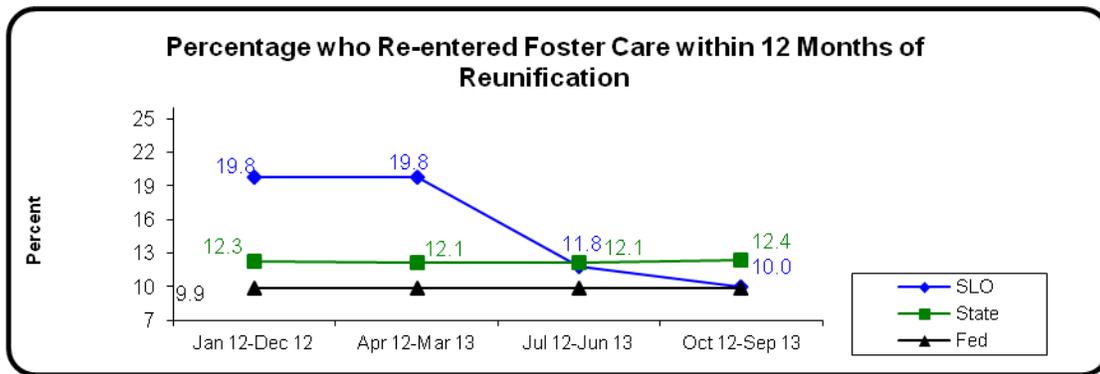
- **SAFE, Wraparound or other team based services** – Increased use to assist in the transition home
- **Independent Living Program services**
- **Increasing sibling contact**
- **Family Advocates or Parent Partners** – Increase use to support parents when the youth returns home
- **Youth Mentors** – collaborate with existing Youth Mentor Programs and connect with at-risk foster youth
- **SKYPE or other teleconferencing** – Use to overcome barriers in regards to visitation and family counseling
- **Family counseling** – Scheduling sessions immediately after home visits to process issues that came up
- **Positive reinforcement**
- **Assistance with transportation barriers** – Using gas gift cards to help families visit youth as traditional repayment for expenses for some families

C1.4 REENTRY FOLLOWING REUNIFICATION

CHILD WELFARE SERVICES

This measure computes the percentage of children reentering foster care within 12 months of reunification. Children do not re-enter foster care on their own, it is a result of their parent(s)' action. Typically this action occurs in the Family Maintenance program and results in the filing of a petition to place the child back in foster care.

For Child Welfare Services, 21 of the 106 children reunified from January 2012 to December 2012 reentered foster care in less than 12 months from the date of reunification. Child Welfare Services had a rate of 19.8% of children reunified reentering out-of-home care compared to the Federal standard of 9.9%. This resulted in 11 more children reentering compared to the Federal standard's benchmark of 10 children. However, the three time periods following January – December 2012 have shown a significant decrease in percent of reentry.



	Jan 12-Dec 12	Apr 12-Mar 13	Jul 12-Jun 13	Oct 12-Sep 13
SLO	19.8	19.8	11.8	10.0
State	12.3	12.1	12.1	12.4
Fed	9.9	9.9	9.9	9.9

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team and Safe Measures

ANALYSIS

Meeting the standard for this outcome is sometimes attributed to low numbers of siblings re-entering foster care. For the period examined (January – December 2012), there were 8 sibling sets of two children comprising 16 of 21 children re-entering foster care. This is a significantly higher number of sibling groups and is in part responsible for San Luis Obispo County exceeding the national goal of 9.9%.

The 21 children re-entering foster care consisted of 13 families. Prior to re-entry, six families received services for less than 12 months. Two families received services from 12-18 months. Five families received services for more than 18 months.

One factor in the high rate of re-entry involves drug relapses for one or both of the parents. Of the 13 families (21 children) who reentered, ten families (76.9%) did so due to the parent(s) relapsing. One program that has assisted Child Welfare Services in attempting improve this statistic includes Family Treatment Court (formerly Dependency Drug Court). The Family Treatment Court has a re-entry rate of 8.1% for its graduates compared to the general population of 18.2% (source: 2012-2013 Family Treatment Court Outcome Report). One of the barriers to Family Treatment Court is that it is limited to drug-abusing parents and to a maximum of 42 clients at any one time.

Child Welfare Services recently instituted a Family Reunification (FR) Support Group for Family Treatment Court (FTC) participants. Clients become eligible for participation when they begin unsupervised visits with their children. They continue participation in the FR support group until 90 days following the initiation of their 30 day in-home trial visit with their children. This group is designed to help support FTC clients deal with the stress caused by the transition of their children back into their care while they simultaneously maintain sobriety.

Training of Safety Organized Practice (SOP) in San Luis Obispo County began in July 2012 with implementation in September 2012. Since receiving the SOP training, court and FM/FR Social Workers have worked hard to ensure case plans are behavior centered rather than merely service focused. Social

Workers have also begun working with families to put a safety network in place in order to support the family in achieving and maintaining child safety even after a case has closed.

Re-entry was chosen as the focus for Child Welfare Services in San Luis Obispo County's joint 2014 Peer Review. Child Welfare Services interviewed Social Workers and Social Worker Supervisors about this issue.

The following strategies for the 2015 SIP were implemented after the 2014 Peer Review to improve performance on this measure:

- Training on Progressive Visitation practices and emphasis on the increased usage of these practices to improve a parent's ability to demonstrate to the Social Worker and court that they are ready to reunify with their children
- Reinforce the parents ability to reunify by including trial home visits
- Training on case transfers and "warm hand offs" from one Social Worker to another
- Improving the clarity and concise nature of case plans
- Continue to apply SOP to ongoing case planning and engagement and throughout the life of a case. Increase focus on utilizing the Harm & Danger statement.
- Timely use of the Structured Decision Making Risk Reassessment
- Use of Monthly Measures reports to identify trends
- Linkages which increases collaboration between Child Welfare and Participant Services staff

PROBATION

For Probation, 1 out of the 5 youth discharged from foster care to reunification from July 1, 2012 to June 30, 2013 reentered foster care in less than 12 months from the date of reunification. This constitutes a rate of 20% compared to the federal standard of 9.9%.

Given the low number of Probation youth identified in this cohort, it would not have been possible to meet the federal standard unless there were no reentries. The one youth who reentered was identified as being a particularly complex case as the youth was a prior WIC 300 dependent that had significant mental health issues as well as offending behaviors. Furthermore, there were significant family factors including a history of child abuse, substance abuse and criminal behavior by the parent. Wrap-Around services were used to transition the youth back into the home, but were unfortunately unsuccessful.

Probation strategies to assist with successful reunification and prevent reentry include the following:

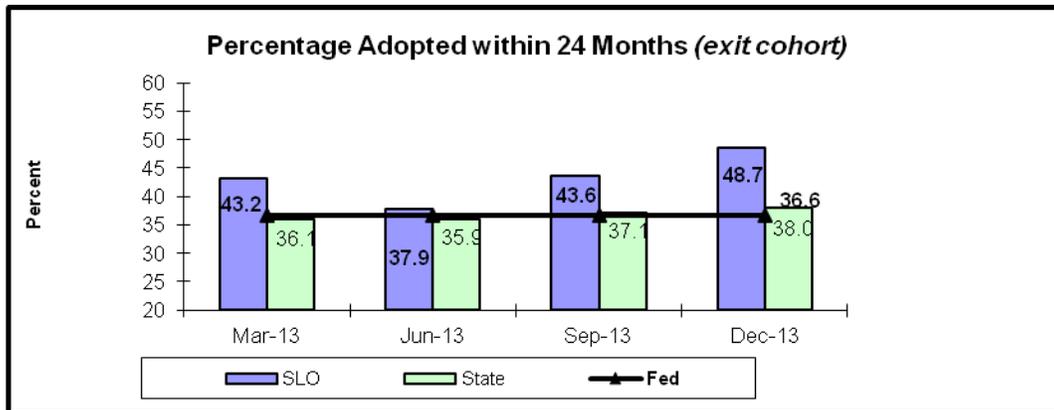
- Progressive visitation while the youth is in placement
- Completion of a parenting program by the parent(s)/legal guardian(s)
- Aftercare planning while the youth is in placement
- Multi-Disciplinary Team Meeting – Services Affirming Family Empowerment (SAFE) or Wrap-Around– prior to reunification
- Probation Officer maintaining the case for at least the first 3 months of aftercare

- Utilization of county resources in aftercare including Drug and Alcohol Services and Mental Health

C2.1 ADOPTION WITHIN 24 MONTHS AND C2.2 MEDIAN TIME TO ADOPTION (EXIT COHORT)

CHILD WELFARE SERVICES

These measures identify the percentage of children adopted within 24 months of removal and the median length of stay in months for children discharged to adoption. Only placement episodes ending in adoption are included. Probation did not have any adoptions; therefore these measures only apply to Child Welfare Services.



		Count	%	Median Months Open
Adoption Within 24 Months				
Adopted Within 24 Months		39	50.0%	18.7
More Than 24 Months		39	50.0%	31.1
National Goal		29	36.6%	27.3
Total		78	100%	23.7

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

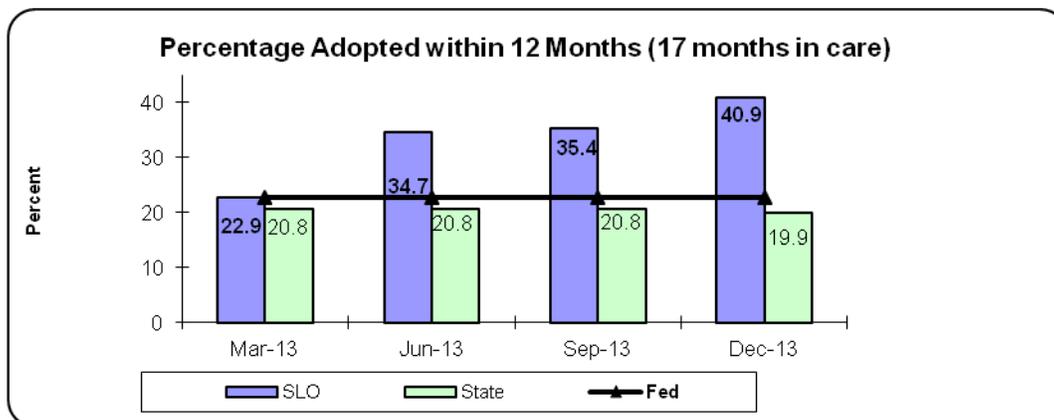
As of December 2013, 39 of the 78 children leaving foster care within 24 months for a finalized adoption during the year were adopted within 24 months. Child Welfare Services achieved a 50% success rate compared to the Federal standard of 36.6%. This is a result of 11 additional children above the 28 child benchmark being adopted within 24 months from their latest removal from home. The median length of stay was 23.7 months for all children leaving foster care to a finalized adoption during the year.

C2.3 ADOPTION WITHIN 12 MONTHS (17 MONTHS IN CARE)

CHILD WELFARE SERVICES

This measure identifies the percentage of children in foster care for 17 continuous months or longer as of the first day of the year, who were then adopted within 12 months. The denominator consists of all children in foster care for 17 continuous months or longer on the first day of the year. The numerator includes those children in the denominator who left foster care to adoption by the last day of the year (i.e., a placement episode termination reason of adoption).

As of December 2013, of 93 children in foster care for 17 continuous months or longer on the first day of the year, 38 left foster care to a finalized adoption within 12 months. Child Welfare Services achieved a 40.9% rate compared to the Federal standard of 22.7%. This resulted in 17 more children being adopted within 12 months than Federal benchmark of 21.



Adoption Within 12 Months		Count	%
Adopted Within 12 Months	<div style="width: 40.9%; background-color: blue;"></div>	38	40.9%
Not Adopted Within 12 Months	<div style="width: 59.1%; background-color: magenta;"></div>	55	59.1%
National Goal	<div style="width: 22.7%; background-color: red;"></div>	21	22.7%
Total		93	100%

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

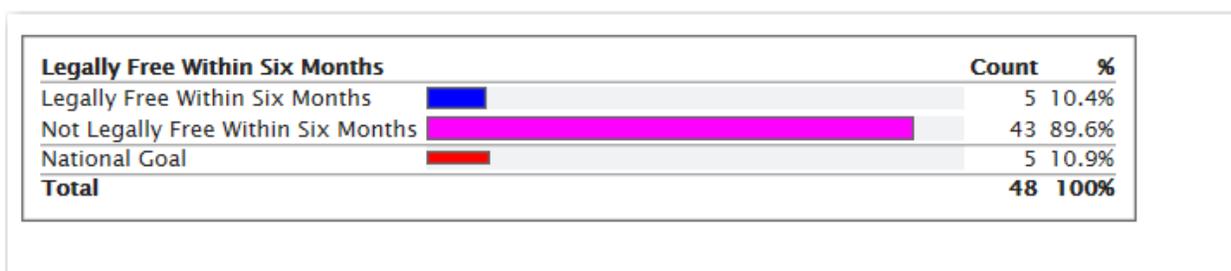
For Child Welfare Services, the following results were identified for 93 children who were in foster care for 17 continuous months or longer on the first day of the year, and who were subsequently adopted within 12 months:

- Age group 0-5 has the highest number of adoptions within 12 months, 17 out of 18
- Age group 10-15 continues to have the highest number of foster children not adopted within 12 months (27 of 37 children)
- Males had a higher percentage of adoption within 12 months – out of 53 females, 20 (37.7%) were adopted. Out of 40 males, 18 (45%) were adopted.

C2.4 LEGALLY FREE WITHIN 6 MONTHS (17 MONTHS IN CARE)

CHILD WELFARE SERVICES

This measure computes the percentage of children who were in foster care for 17 continuous months or became legally free longer, were not legally free for adoption on the first day of the period, and then for adoption within the next 6 months. The denominator consists of all children in foster care for 17 continuous months or longer who, on the first day of the period, were not yet legally free. The numerator includes those children who were then declared legally free within the next 6 months (including the first and last days of the 6 month interval). This measure contributes to the second permanency composite.



Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

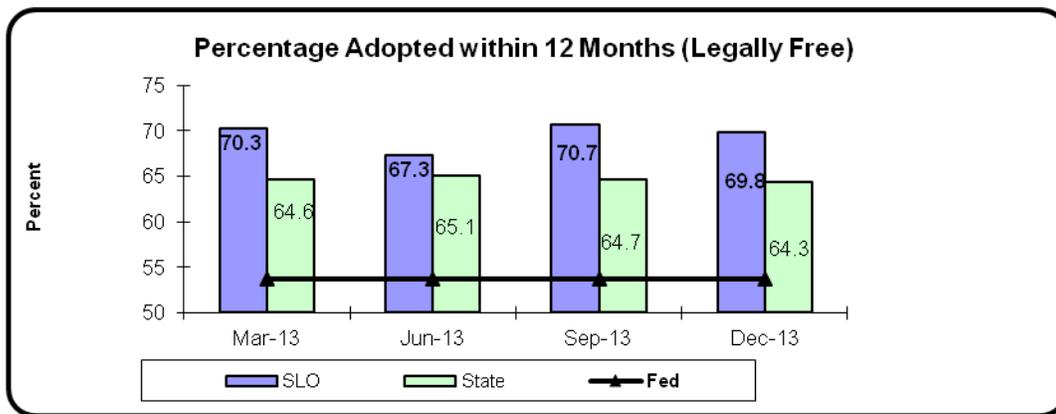
As of December 2013, 5 of the 48 children in foster care for 17 continuous months or longer and not legally free for adoption on the first day of the year became legally free within the next 6 months. Child Welfare Services achieved a 10.4% success rate compared to the Federal standard of 10.9%.

C2.5 ADOPTION WITHIN 12 MONTHS (LEGALLY FREE)

CHILD WELFARE SERVICES

This measure computes the percentage of children leaving foster care to adoption within 12 months of becoming legally free. A child is considered to be legally free for adoption if there is a parental rights termination date recorded for all parents with legal standing. If a parent is deceased, the date of death is reported as the parental rights termination date.

Child Welfare Services achieved a success rate of 69.8% compared to the Federal standard of 53.7%. This measure was Child Welfare Services' focus for the prior Peer Review, and data indicates that success in this area has been achieved.



Adoption Within 12 Months		Count	%
Adopted Within 12 Months		44	69.8%
Not Adopted Within 12 Months		19	30.2%
National Goal		34	53.7%
Total		63	100%

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

As of December 2012, Child Welfare Services had 44 out of 63 foster youth become legally free during the year and adopted in less than 12 months. This represents 10 more children than the Federal standard.

- Age group 0-5 had the highest number of adoptions – 24 of the 44 children adopted were in this age group
- 27 were white children and 15 were Hispanic
- 23 were female and 21 were male

Discussion on the strengths of Adoption Outcomes for the past two years has focused on creating a tighter and more consistent use of the Concurrent Planning process, which appears to be working. Concurrent planning has been a key focus area of strengthening and standardizing practice. Key areas of focus and improvement included:

- Assigning an adoption secondary to all Family Reunification cases prior to Disposition
- Incorporating the “warm hand-off” introduction of the secondary Social Worker to the family by the primary Social Worker
- Mutual attendance by both the primary and secondary Social Workers at Team Decision-Making Meetings, Concurrent Planning Meetings, and Family Group Meetings
- Ongoing family finding efforts and tracking
- Greater specificity of the Concurrent Plan, including names and dates, in court reports
- Broadening Resource Family involvement in mentoring adoptive families

- Creating transition plans for children and identifying them in court reports
- Creating a report to identify upcoming court cases with a 90 day flag so that concurrent planning meetings can be held midway through court report due dates
- Availability and use of conference calls for participants who cannot attend the Concurrent Case Plan meeting
- Attendance of supervisor, manager and linked Participant Services staff
- Creating a concurrent planning form that clearly identifies the attendance, role, and responsibility of participants to ensure all areas of a plan are identified, discussed and explored. This includes the timely use and discussion of Structured Decision Making assessments.

Additionally, upfront concurrent planning occurs pre-Disposition. The Adoption Supervisor assigns an Adoption Social Worker as a secondary assignment for all Family Reunification or Permanency Planning cases. There is an emphasis on clearly defined and standardized roles for collaborative team work and primary and secondary Social Worker roles. A work group comprised of Emergency Response, Dependency Investigation, Family Reunification and Adoption Social Workers, Managers, Supervisors, Clerks, and Administrative Assistants met to explore, discuss and create a series of procedures that were formalized in a Child Welfare Services policy and procedure manual.

As previously noted, the prior Peer Review focus for Child Welfare Services was on measure C2.5 Adoption within 12 Months (Legally Free). The Peer Review was very successful in generating new ideas, thoughts and conversations about adoption strategies that could have a positive impact in Child Welfare Services' performance on this measure. Among the many ideas, these were determined to be most promising:

- Improving WIC 366.26 court report content to reduce contested hearings and adoption delays by incorporating more in depth details about sibling relationships and references to post permanency mediation
- Maintaining and controlling the adoption finalization court calendar
- Tracking adoption cases proactively at the unit level on a monthly basis to ensure timelier adoption finalizations and prioritizing finalization dates when at all possible
- Creating a post adoption Social Worker position to minimize the time the other Adoption Social Workers spend providing services to families in crisis rather than attending their regular case load work assignment.
- Targeting PSSF funded adoption promotion and support resources towards older youth

Our county has worked to implement points 1-3 which has had a positive impact on our adoption outcome measures, and we continue to look at how best to implement points 4 & 5.

C3.1 EXIT TO PERMANENCY (24 MONTHS IN CARE)

CHILD WELFARE SERVICES

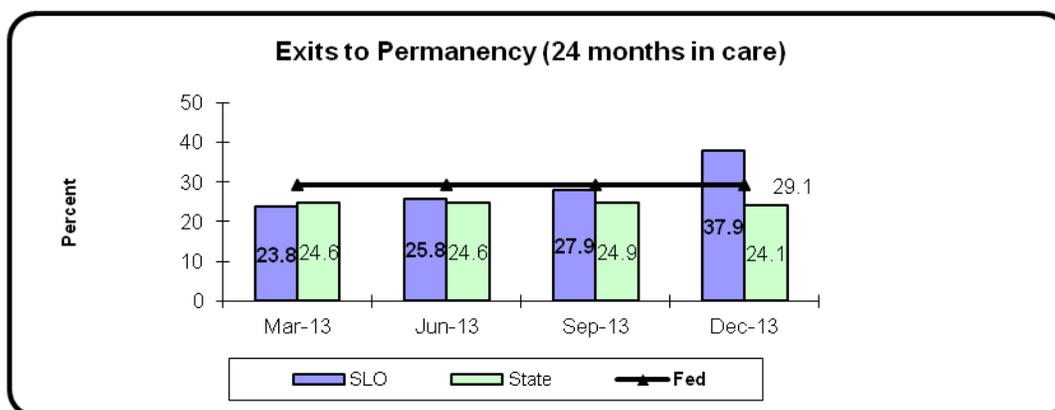
This measure computes the percentage of children discharged to a permanent home by the last day of the year and prior to turning 18, who had been in foster care for 24 months or longer. The denominator

consists of all children in foster care for 24 continuous months or longer on the first day of the year; the numerator includes those children with a placement episode termination date that occurred by the last day of the year and before the child's 18th birthday, and a placement episode termination reason coded as reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption.

As of December 2013, 37.3% of Child Welfare Services foster children exited to permanency after 24 months of care. This was higher than the state rate of 24.1% and the Federal standard of 29.1%. Child Welfare Services has performed consistently above the Federal standard since December 2008. While it is important to maintain current performance, efforts to improve do not need to focus on this outcome.

PROBATION

As of December 2013, none (0%) of the three Probation youth in foster care for 24 months or longer as of the first of the year exited to permanency by age 18 by the end of the year.



Exits to Permanency	Count	%
Exit to Permanency	25	37.3%
No Permanency	42	62.7%
National Goal	19	29.1%
Total	67	100%

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

CHILD WELFARE SERVICES

Out of the 67 children in foster care for 24 months or longer as of 1/1/2013, 7 were reunified with their parents or primary caregivers or exited to guardianship and 18 were adopted by the last day of the year and prior to turning 18.

Sometimes Child Welfare Services recommends to the court that family reunification services be denied or terminated. If this occurs, the court sets a 366.26 hearing date to determine the permanent plan for

the child. Adoption and Legal Processing staff is responsible to pursue 366.26 hearings and ensuring their timeliness. Every effort is made to identify an adoptive home prior to termination of parental rights; however, the permanent plan may also be guardianship or a planned permanent living arrangement. At the hearing, Child Welfare Services must present an adoptability assessment and the requirement is for adoption to be considered first, unless there are certain specific circumstances. When the recommendation is adoption, termination of parental rights is recommended at the 366.26 hearing. If for some reason the child is not in an adoptive home, the court can put off terminating parental rights for 180 days. Until the adoptive home is identified, it is the goal of Child Welfare Services to have a child be moved the fewest times possible; therefore, it is the hope that by the 366.26 hearing the child is in the home that will keep them permanently. In order to prevent the creation of legal orphans, Child Welfare Services follows the Welfare and Institution code regarding these hearings, ensures accountability of the code, and utilizes and stresses the importance of concurrent planning.

Additionally, San Luis Obispo County and the Independent Living Program recognize the importance of long term and meaningful adult connections in the lives of the youth they serve. Every foster youth deserves a permanent and lifelong attachment to a caring and trusted adult. Child Welfare Services and Probation have begun to implement many new programs that includes, increasing family finding and engagement efforts earlier in case planning, mentor programs, and case management focused on identifying community supports. These programs were implemented in efforts to help foster youth achieve permanency, as well as advocating for fewer placement changes and more guardianships and adoptions.

PROBATION

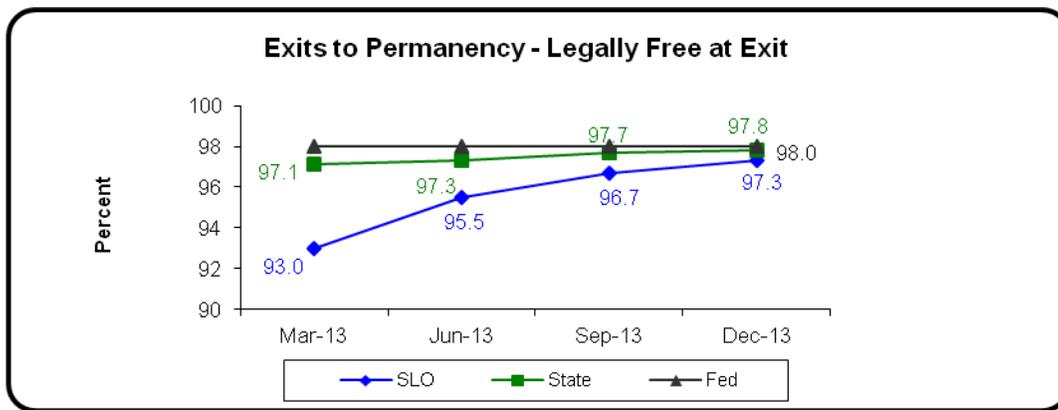
While Probation was below the Federal standard in this area, it is noteworthy that two of the three youth included in this outcome measure were receiving treatment for sexual offending behaviors and two of the three were also “crossover” youth who transferred from dependency to delinquency court. Sexual offending youth often need longer periods of specialized residential treatment and are harder to find permanent homes for and “crossover” youth often present with more intensive needs and fewer permanent placement options as well.

C3.2 EXITS TO PERMANENCY (LEGALLY FREE AT EXIT)

CHILD WELFARE SERVICES

This measure computes the percentage of legally free children who were discharged to a permanent home prior to turning 18. The denominator consists of all children leaving foster care during the year who were legally free for adoption at the time of discharge; the numerator includes those children who have a discharge date that is prior to their 18th birthday and a discharge reason coded as reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption. A child is considered to be legally free for adoption if there is a parental rights termination date recorded for all parents with legal standing. If a parent is deceased, the date of death is reported as the parental rights termination date.

As of December 2013, Child Welfare Services’ percentage of children legally free who were discharged to a permanent home prior to turning 18 was 97.5% (77 out of 79 children), this is on par with the state average of 97.5% and Federal requirement of 98%.



Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

Exits to Permanency	Count	%
Exits to Permanency	77	97.5%
No Permanency	2	2.5%
National Goal	77	98%
Total	79	100%

Safe Measures Report C3.2 Reporting Time Frame 1/1/2013-12/31/2013

Exits to Permanency	Count	%
Exits to Permanency	56	100.0%
No Permanency	0	0.0%
National Goal	55	98%
Total	56	100%

Safe Measures Report C3.2 Reporting Time Frame 1/1/2010-12/31/2010

PROBATION

As of December 2013, Probation’s percentage of children legally free who were discharged to a permanent home prior to turning 18 was 0% (0 out of 1 children).

ANALYSIS

CHILD WELFARE SERVICES

This measure is down slightly from the last reporting period in 2010 when the measure was at 100%; however, due to the small size of our county a small change in the actual number of children reaching permanency greatly affects the overall percentage. A strong Concurrent Planning process will help maintain a strong performance on this measure and allow focus on efforts in another area.

In comparison to the 2010 reporting period, the overall number of youth who are measured increased from 56 in 2010 to 79 in 2013. Deeper analysis shows that in 2010 all 56 youth were being served by our Adoptions Unit and they had 100% compliance rate with this measure. During this report period, 77

youth were being served by our Adoptions Unit and 100% of those youth were legally free at exit. Of the 2 youth who were not legally free, they were both being served in our ongoing units.

Our County’s policy is to assign our Adoptions Unit as a secondary worker to all new cases. This allows the adoptions worker to work closely with the case carrying Social Workers to keep permanency needs in the forefront of case planning from the beginning..

There are no significant differences, of the 2 youth who did not achieve permanency, 1 was male and 1 was female, and both were white.

Ethnicity					
Ethnicity	Exits to Permanency		No Permanency		Total
White	52	96.3%	2	3.7%	54 100.0%
Black	2	100.0%	0	0.0%	2 100.0%
Hispanic	22	100.0%	0	0.0%	22 100.0%
Asian/Pacific Islander	1	100.0%	0	0.0%	1 100.0%
Native American	0	0.0%	0	0.0%	0 0.0%
Not Reported	0	0.0%	0	0.0%	0 0.0%
Total	77	97.5%	2	2.5%	79 100.0%

Data from Safe Measures data 1/1/2013 -12/31/2013 reporting period

White alone, percent, 2013 (a)	89.2%
Black or African American alone, percent, 2013 (a)	2.2%
American Indian and Alaska Native alone, percent, 2013 (a)	1.4%
Asian alone, percent, 2013 (a)	3.7%
Native Hawaiian and Other Pacific Islander alone, percent, 2013 (a)	0.2%
Two or More Races, percent, 2013	3.3%
Hispanic or Latino, percent, 2013 (b)	21.7%
White alone, not Hispanic or Latino, percent, 2013	69.9%

2013 Census data

In reviewing this data our African American youth represent 3% of youth measured and are 2.2% of the general population. Again, because of the small sample size, our percentages can be affected by one or two youth who are counted. For our Hispanic population we have 28% of youth identified and our general population is only 21.7% Latino. It would appear that our Hispanic population is over represented in this particular measure.

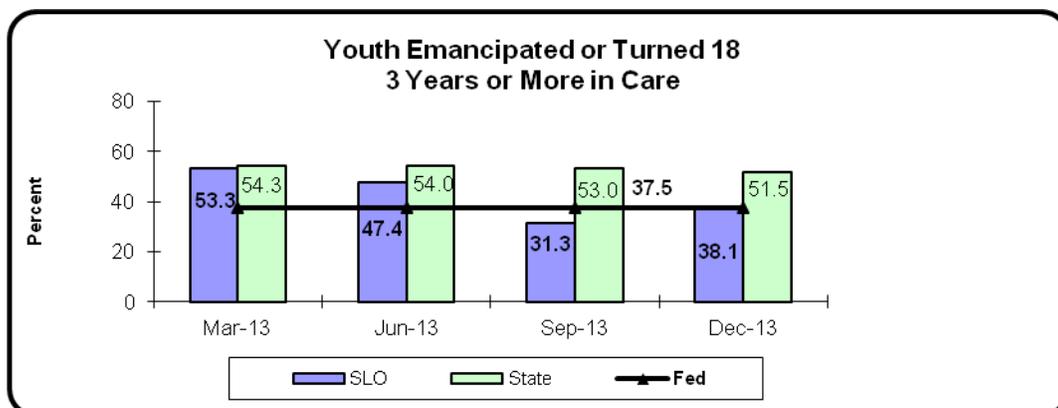
PROBATION

For Probation, this is another outcome measure that is difficult to assess given the small sample size. The one legally free child was a long term dependent of the court who was freed for adoption while under the jurisdiction of dependency court and for whom the dependency court was unable to finalize a permanent home. In addition, the youth had specialized treatment needs for sexually offending behaviors which made locating a permanent home more difficult. It is noteworthy however, that Probation did finalize the first adoption through the Delinquency Court in San Luis Obispo County history in 2011. At the time, it was the third such adoption through Delinquency Court in all of California.

C3.3 IN CARE 3 YEARS OR LONGER (EMANCIPATION/AGE 18)

CHILD WELFARE SERVICES

This measure computes the percentage of children in foster care for 3 years or longer who emancipated or turned 18 while still in foster care. The denominator consists of all children emancipated or who turned 18 while still in foster care during the year; the numerator includes those children for whom latest date of latest removal from home to the date of emancipation, or the date the child turned 18, was equal to or greater than 3 years.



In Care Three Years or Longer		Count	%
Less Than Three Years	<div style="width: 61.9%; background-color: blue;"></div>	13	61.9%
Three Years or More	<div style="width: 38.1%; background-color: magenta;"></div>	8	38.1%
National Goal	<div style="width: 37.5%; background-color: red;"></div>	8	37.5%
Total		21	100%

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

As of December 2013, 8 of the 21 children (38.1%) who emancipated or turned 18 were in care 3 years or longer. This was lower than the State standard of 48.8%, and comparable to the Federal target rate of 37.5%. This rate has fluctuated from a high of 57.1% for the 1/1/2012-12/31/2012 report period to the low of 30% for the 1/1/2011-12/31/2011 report period. As previously mentioned, due to the low number of actual youth this measure captures, a change of one or two youth can skew the percentage higher or lower significantly. In January 2011, the Quality Parenting Project was implemented to

strengthen the relationship between Child Welfare Services and all caregivers through recruitment, training and support. These efforts will help to improve performance in this area by creating more stable placements.

PROBATION

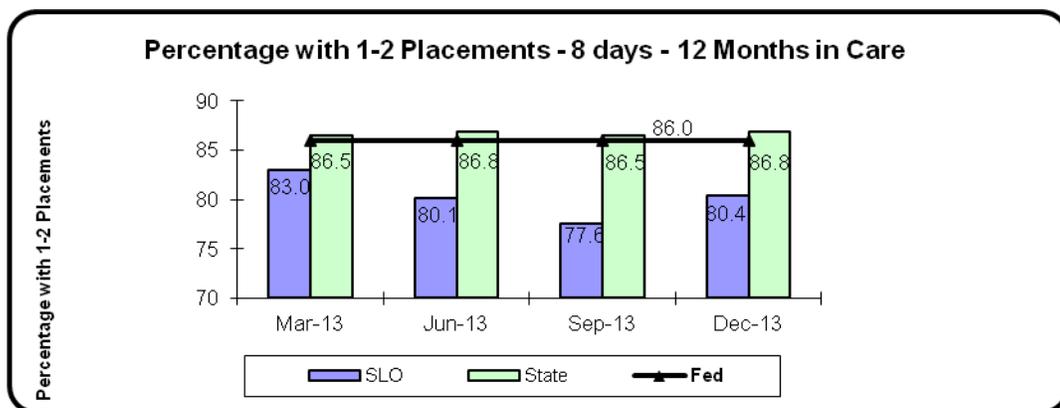
For Probation, as of December 2013, only 1 of the 22 youth (4.5%) who emancipated or turned 18 in care were in care 3 years or longer. This was well below the state average and Federal standard so further analysis is not undertaken here. The high number of youth turning 18 in care for Probation, as it relates to the systemic change of Extended Foster Care/After 18, was examined during the Peer Review and addressed elsewhere in this report.

C4.1 PLACEMENT STABILITY (8 DAYS TO 12 MONTHS IN CARE)

CHILD WELFARE SERVICES

This measure computes the percentage of children with two or fewer placements in foster care for at least 8 days, but less than 12 months. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for at least 8 days but less than 12 months; the numerator is the count of these children with two or fewer placements.

As of December 2013, of Child Welfare Services 255 children served in foster care during the year who were in foster care for at least 8 days but less than 12 months, 205 children (80.4%) had two or fewer placement settings.



	Mar-13	Jun-13	Sep-13	Dec-13
SLO	83.0	80.1	77.6	80.4
State	86.5	86.8	86.5	86.8
Fed	86.0	86.0	86.0	86.0

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

There is a slight decline in this measure due to several factors. The Resource Family Approval (RFA) process has brought with it some challenges, but also improvements. Relatives or non-related extended family members are required to participate in the RFA process. The time commitment and document expectations have proven to be a deterrent to some relatives. The RFA process levels the playing field for all caregivers regardless if they are matched or unmatched. The result of RFA in some instances has uncovered some concerns with relative placements that we would have otherwise not been able to assess accordingly. Therefore, we have had to do further assessments of the caregivers and in some instances remove the children.

Lack of Resource Family homes is also a contributing factor to this measure. The amount of Resource Family homes that we need compared to what we have is substantially higher. This has prompted a recruitment brainstorming workgroup that consists of Managers, Social Workers and Social Worker Supervisors to increase Resource Family homes.

There are several strategies that continue to keep our outcomes close to the state and federal outcomes. Concurrent planning ensures the primary goal of family reunification is pursued, while simultaneously developing an alternative permanency plan for the child. This alternate plan will often include adoption as the major alternative to family reunification. If the family reunification efforts fail, then the alternate plan will already be in place and well on its way to completion. Concurrent planning assists with placement stability by reducing the total period of time a child will either remain in foster care before being reunified with their birth parents or be permanently placed with a family.

The use of Team Decision-Making Meetings from the time of removal through the time that the child leaves placement is another strategy that supports success in this measure. Team Decision-Making Meetings focus on placement issues for children involved or potentially involved in foster care. The meeting involves not only Social Workers and their supervisors in all placement decisions regarding children, but also birth families, community members, resource families, and service providers. Involving caregivers in the placement decision making process provides Child Welfare Services with better information and allows caregiver to express any concerns.

PROBATION

As of December 2013, of the Probation youth in foster care during the year who were in foster care at least 8 days but less than 12 months, 90.5% (19 out of 21 youth) had two or fewer placement settings. This is above the national goal of 86.0%

Placement stability was the focus area of the last Peer Review for Probation. Even though improvements have been made since that time but further improvements are warranted. Many of the improvements made and strategies utilized to address placement stability since the last Child and Family Services Review were already addressed under Measure C1.1; however, the recent community forums highlighted the following strategies for further improvement with placement stability for Probation youth:

- Increased family finding efforts so more youth are placed with relatives
- Developing more placement resources for older youth (non-group care)
- Training on Trauma Informed Care for all levels of care providers

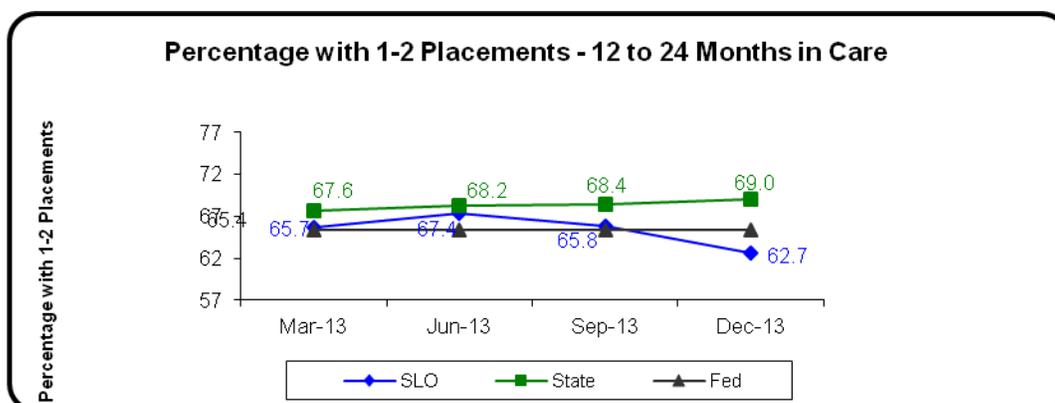
- Transportation support for families
- Continued funding for improvements for relative foster care
- Increased mentoring programming

C4.2 PLACEMENT STABILITY (12 MONTHS TO 24 MONTHS IN CARE)

CHILD WELFARE SERVICES

This measure computes the percentage of children with two or fewer placements in foster care for at least 12 months, but less than 24 months. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for at least 12 months and less than 24 months; the numerator is the count of these children with two or fewer placements.

As of December 2013, of the 134 Child Welfare Services children served in foster care during the year who were in foster care for at least 12 months but less than 24 months, 84 children (62.7%) had two or fewer placement settings. Factors contributing to the fluctuation in this measure are contributed to the lack of Resource Family Homes available at the time of placement need. Due to the insufficient supply of Resource Family homes, children are placed in a home temporarily until a more appropriate home can be identified to meet the child's needs.



	Mar-13	Jun-13	Sep-13	Dec-13
SLO	65.7	67.4	65.8	62.7
State	67.6	68.2	68.4	69.0
Fed	65.4	65.4	65.4	65.4

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

As mentioned with Placement Stability, Child Welfare Services' policy of placing with relatives or non-related extended family members whenever possible, the use of Team Decision-Making Meetings, and a revitalized concurrent planning process all contribute to overall stability in this measure. Identifying a potential permanent placement early in the life of a case and placing a child in that home results in fewer placement moves. Before a child is placed in a county licensed Resource Family Home, the Resource Families complete Parent Resource for Information, Development, Education (PRIDE) training

and identify what type of placements they would like to receive; Foster Care, Adoption only, Foster Care/Adoption, Options for Recovery, Respite, or Emergency Placements. Prior identification of the type of placements preferred by caregivers leads to greater satisfaction and provision of care, thereby limiting placement disruptions.

PROBATION

As of December 2013, of all the Probation youth served in foster care during the year who were in foster care for at least 12 months but less than 24 months, 73.7% (14 out of 19 cases) had two or fewer placement settings. This is above the national goal of 65.4%.

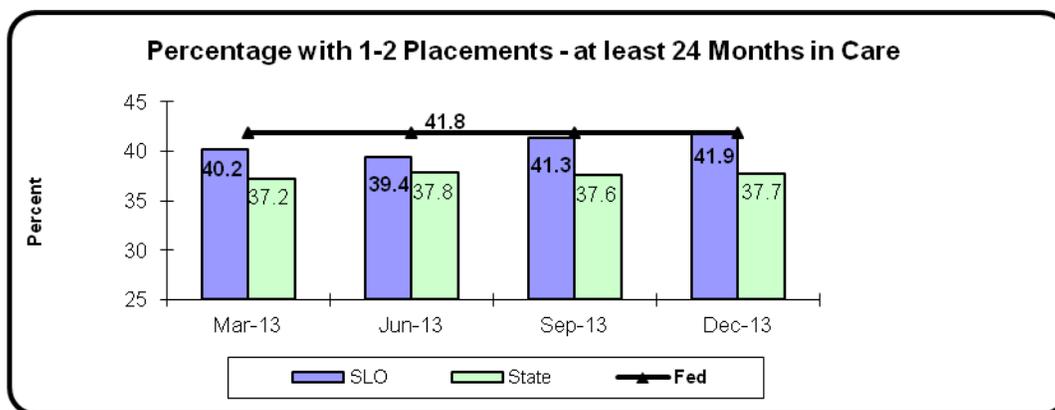
Factors related to placement stability specific to Probation youth as a whole were identified under Measure C4.1.

C4.3 PLACEMENT STABILITY (AT LEAST 24 MONTHS IN CARE)

CHILD WELFARE SERVICES

This measure computes the percentage of children with two or fewer placements who have been in foster care for 24 months or more. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for 24 months or more; the numerator is the count of these children with two or fewer placements.

As of December 2013, of the 129 children served in foster care during the year that were in foster care for at least 24 months, 54 children (41.9%) had two or fewer placement settings.



	Mar-13	Jun-13	Sep-13	Dec-13
SLO	40.2	39.4	41.3	41.9
State	37.2	37.8	37.6	37.7
Fed	41.8	41.8	41.8	41.8

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

Child Welfare Services has continued to see improvement and has even passed the Federal standard. In an effort to achieve more stable placements and implemented policies and processes that support Resource Family homes. A Team Decision-Making Meeting is required before a child is moved from the home or a placement. Structured Decision Making (SDM) is also utilized to determine safety factors when moves are being considered. Both of these policies, combined with Family to Family goals, have been instrumental keeping placement moves low. In addition, ongoing trainings in collaboration with our Community College through PRIDE and Child Welfare Academy, enables Child Welfare Services to identify issues and needs early on in the placement.

In 2009, Child Welfare Services implemented the use of Structured Decision Making for Substitute Care Providers. Structured Decision Making for Substitute Care Providers includes three assessments, each of which helps Social Workers make specific decisions regarding the caregiver's ability to provide for a child. It also helps to identify the support that the caregiver will need to successfully meet the child's needs, and the safety of a child's placement. After implementation of the Structured Decision Making assessments, Child Welfare Services results in this outcome began to show consistent improvement.

Safety Organized Practice (SOP) was implemented to strengthen the front end decision making and planning, and to provide greater stability and planning for successful and sustained Family Reunification. Social Worker staff has appreciated the clarity SOP provides in helping identify key issues and in turn builds Social Worker confidence. The families that are impacted by SOP appreciate the clarity of knowing what the issues are, which increases feelings of engagement, control and motivation.

Another policy benefitting this measure is the opportunity for prospective caregivers to identify what type of home they will provide; Foster Care, Adoption Only, and Foster/Adopt, Options for Recovery, Respite or Emergency Placement. This has resulted in more stable placements, as children are matched to a caregiver whose parenting goals reflect the child's circumstances. Another benefit is that caregivers experience greater satisfaction working with Child Welfare Services.

Ongoing recruitment and retention efforts to attract quality homes will help with continued efforts to improve in this area. Participation in the Quality Parent Project has led to the creation of policies and procedures that strengthen the relationships between county Resource Family homes and Child Welfare Services. PRIDE (Parent Resource Information Development Education) Training is more intensive and targeted towards Resource Family development and quality. The PRIDE classes are facilitated by Child Welfare Social Workers and Co-trained by veteran Resource Families. The PRIDE trainings enable Resource Families to clearly determine what their needs and history are in order to better serve our youth. In return, better prepared Resource Families are approved.

Additional efforts that could help support this area include:

- Strengthening placements with family and friends
- Safety Organized Practice (SOP) that supports meeting the birth family where they are and identifying the strengths that they will need to reunify with their child
- Recently revised State Licensing regulations that support Prudent Parent Standard and allow foster youth to live a more "normalized" life
- Providing training for non-related extended family members

- Providing better information to non-related extended family members by updating the orientation booklet for caregivers to reflect revised regulations
- Pursuing faith-based organizations for recruitment of homes who can take sibling groups and teens throughout the county
- Progressive visitation; not returning children home before parents feel ready
- Facilitating a meeting between Resource Families and birth families to complete tools, such as the About Your Child form and the All About Me form. These meetings help to alleviate fears parents and Resource Families may have about each other and build relationships between the Resource Families and the child's family of origin. In addition, the tools provide caregivers with valuable information about the foster child so that they may better meet their needs. Both the meetings and the tools help to provide a better quality of care for the child and support placement stability.
- PSSF funded Family Preservation services including respite care and family support services provided by community-based organizations

PROBATION

As of December 2013, of the 7 Probation youth served in foster care during the year who were in foster care for at least 24 months, none (0%) had two or fewer placement settings. This is well below the national goal of 41.8%.

The Implementation of Extended Foster Care/After 18 in AB 12 and subsequent legislation has had a significant impact on the demographics of Probation foster youth in San Luis Obispo County. According to the Probation Department's internal case management system, Monitor, as of August 1, 2014, of the 41 Probation youth under an out-of-home placement order, 22 were Non-Minor Dependents (NMDs) over the age of 18. Of these NMDs, 11 were still under the delinquency jurisdiction of the court and the other 11 were under transition jurisdiction (no longer on probation). The average number of placements for all 22 NMDs was 3. Clearly this systemic change has impacted placement stability outcomes, especially for those youth in care for at least 24 months as reflected in Measure C4.3. Research has shown that these youth frequently change placements and practical experience in San Luis Obispo County has confirmed this. Measure C4.3 will therefore be a difficult one to achieve; however, it is clear that improvement is needed.

As a result of this shift in demographics based on Extended Foster Care, Probation chose the placement stability of NMDs as a focus area for the recent Peer Review. The following information highlights some of the findings from the Peer Review process as well as the Community Forums.

Strengths:

- Consistency of assigned Probation officers over time and officer commitment to the youth
- Independent Living Program
- CASA mentoring program
- Positive relationships/rapport between officer and youth
- Family engagement is encouraged
- Commercially Sexually Exploited (CSEC) and Trauma Informed Care training

- Resource Family homes helpful in transition from group care to adulthood

Challenges/Barriers:

- Lack of NMD placement options apart from SILPs
- Barriers created by out-of-county placements (transitioning from out-of-county group homes after 18, visiting youth in out-of-county SILPs, etc.)
- Lack of permanent connections for youth
- Lack of buy-in from youth/motivating youth
- Developing individualized case plans driven by youth's input
- Working with parenting NMDs
- Eligibility issues for NMDs
- Complexity of Extended Foster Care and Probation officers understanding of all its specifics

Recommendations:

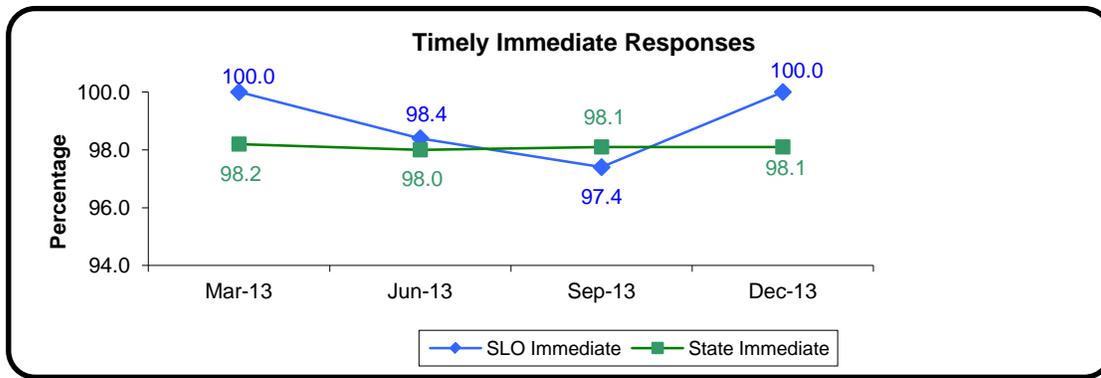
- Recruit/develop more Resource Family home options specifically for NMDs
- Transitional housing options more specific to Probation youth and their unique issues
- More mentoring programming for NMDs, specifically peer support mentors
- Formalized transition team meetings, such as Life Team Meetings or My Life Meetings
- More formalized Family Finding from the start for Probation youth
- In-home support
- Transportation assistance
- More childcare resources for NMDs so they are better able to meet eligibility criteria
- Job skills training
- Extended Foster Care training for all placement probation officers
- More Trauma Informed Care training
- Family Engagement/Family Finding training

2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY RESPONSE

CHILD WELFARE SERVICES

Timely Response measures the percent of cases in which face-to-face contact with a child occurs, or is attempted, within the regulatory timeframes required when the abuse or neglect allegations indicate significant danger to the child.

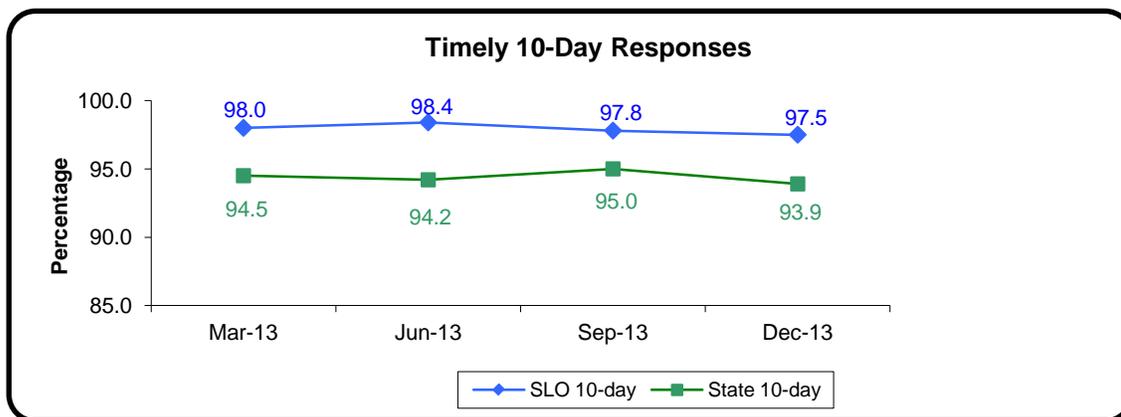
As of December 2013, Child Welfare Services' rate of timely response for immediate referrals is 100.0%.



	March 2013		June 2013		September 2013		December 2013	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo Immediate	100.0	77/77	98.4	60/61	97.4	75/77	100.0	73/73
State Immediate	98.2		98.0		98.1		98.1	

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team

As of December 2013, Child Welfare Services' rate of timely response for 10-day referrals is 97.5%.



	March 2013		June 2013		September 2013		December 2013	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo 10-day	98.0	391/399	98.4	309/314	97.8	348/356	97.5	306/314
State 10-day	94.5		94.2		95.0		93.9	

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team

ANALYSIS

Child Welfare Services (CWS) continues to increase collaboration between CWS, Participant Services and community partners. By continuously re-evaluating processes and developing strategies to support Emergency Response Social Workers has allowed Child Welfare Services to continue to meet all responses timely.

Partner agencies and individuals that work with Child Welfare Services to ensure timely response include:

- Mandated Reporters in the community
- Community Action Partnership of San Luis Obispo County
- Probation and Law Enforcement
- Participant Services staff (Employment/Resource Specialists)

Child Welfare Services also has policies and procedures and local collaborative protocols that maintain this measure, including:

- **Differential Response Model** – Uses Community Response, Collaborative Response, and Child Welfare Services Response as the paths to respond to referrals of child maltreatment
- **Emergency Response/Intake Workgroup** – Meets monthly to discuss practice and procedures, as well as to identify tools and resources needed to support Social Workers and Social Worker Supervisors
- **SafeMeasures and the Monthly Measures Template** - used for tracking ongoing compliance efforts
- **Evaluation and Revised Process for Referrals** - used to accurately reflect the time between assignments of a referral from Intake to Emergency Response, eliminating incorrect data entry that skews the results
- **Automated Referral Transferring** – Staff can now send and receive referrals via email to Emergency Response Staff, thereby ensuring a faster receipt and response to referrals. In addition, the automated system can collect statistics, email the information to the responding Social Worker, and create a Suspected Child Abuse Report (SCAR) for cross-reporting purposes.
- **Provide Emergency Response Social Workers Tools** – includes laptop computers, access to regional offices for After Hours, Community Service Aides available in all offices, and meal cards to local restaurants so they may feed children placed into Protective Custody
- **Afterhours Bags** – contains items that a Social Worker needs when going out during the evening and for placing a child in a new home (list of shelter beds available, phone numbers to law enforcement, car navigators for Social Workers, smoke detectors, and trigger locks)
- **Remote Desktop Access for CWS/CMS** – available for Social Workers and Social Worker Supervisors to facilitate response to After Hours referrals
- **The Commercial Sexual Exploitation of Children (CSEC) Collaborative Response Team Protocol** – this protocol ensures that Commercially Sexually Exploited youth in San Luis Obispo County are treated as victims and will be offered an interagency response and case planning.
- **Voluntary Service Plan (VSP) Protocol** - provides an opportunity for pregnant women who are at-risk of or who have delivered a substance-exposed infant to voluntarily accept a drug and alcohol assessment and to cooperate with a treatment plan

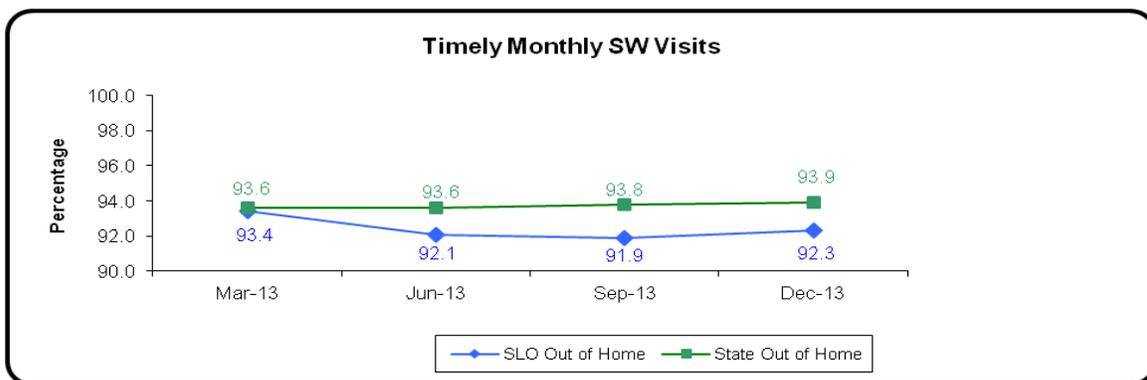
- **Domestic Violence Protocol** - San Luis Obispo County Child Welfare Services in collaboration with local Law Enforcement Agencies has developed a coordinated response to children experiencing domestic abuse to ensure their safety and stability
- **Drug Endangered Children (DEC) Protocol** - San Luis Obispo County Narcotics Task Force, in collaboration with other county agencies, has worked to facilitate a coordinated response in the interest of protecting children who are exposed to drug manufacturing, drug and/or narcotic sales, drugs and/or narcotics, drug paraphernalia, or hazardous or toxic substances
- **CAIT (Child Abuse Interview Team)** - A multi-disciplinary team who coordinates activities to achieve the mutual goals of reducing trauma to child victims of physical and sexual abuse, neglect, and emotional maltreatment, and enhancing the probability of conviction for child abusers.
- **SART (Suspected Abuse Response Team)** - Provides forensic medical exams for residents of San Luis Obispo County, State agencies, and other Counties upon request. SART brings together specifically trained forensic doctors and nurses with Law Enforcement agencies, CWS, and advocates in a multi-disciplinary team approach to provide compassionate, comprehensive, and culturally sensitive treatment for sexual assault victim.

2C TIMELY CASEWORKER VISITS WITH CHILDREN

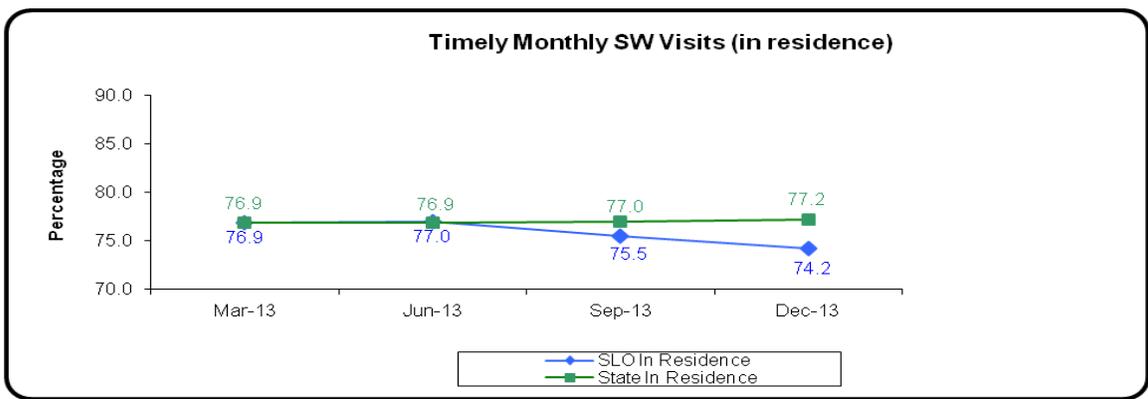
CHILD WELFARE SERVICES

Timely Social Worker visits with child determines if Social Workers are seeing children who have an approved case plan on a monthly basis, when required. When monthly visits are not required, for such reasons as “Out of State,” it is not included in this measure. For clients with at least one recorded qualified contact in the selected timeframe, at least 50% of contacts must occur in the client’s residence.

As of December 2013, Child Welfare Services’ rate for timely Social Worker visits was 92.3%. Child Welfare Services consistently performs above the national goal of 90% for this measure. For the same time period, the rate for timely Social Worker visits (in residence) was 74.2%; also well above the national goal of 50%.



Timely Monthly SW Visits (in residence)



	Mar-13	Jun-13	Sep-13	Dec-13
SLO	93.4	92.1	91.9	92.3
State	93.6	93.6	93.8	93.9
SLO In Residence	76.9	77.0	75.5	74.2
State In Residence	76.9	76.9	77.0	77.2

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team

ANALYSIS

The main factor attributed to the on-going success of timely Social Worker visits is monthly monitoring in Manager/Supervisor/Social Worker conferencing through the use of the Monthly Measures tool. Monthly Measures tracks 27 of SafeMeasures outcomes.

Monthly face-to-face contact is one of the 27 outcomes with continued success. For 2013, it averaged 92.4% with a high of 93.9% in some months (source: Monthly Measures At-A-Glance reports). The continued success for this outcome is the result of continual and focused monitoring across all units and caseloads through the use of Monthly Measures.

San Luis Obispo County developed the Monthly Measures tool to be used in combination with Children’s Research Center’s SafeMeasures. Monthly Measures compares selected outcomes by using the following: state average, County CWS/Agency performance, unit, and caseload. Managers, supervisors and Social Workers are provided monthly reports that detail how the agency average compares to the state average, how each unit compares to the agency average, and how each caseload compares to the unit average.

Emphasis, support and problem-solving focuses on units and caseloads with a less than 90% average compliance rate, defined as out of compliance. Resources to correct out of compliance caseloads are strategically focused on when and where they are needed to ensure success. Higher performing units and caseloads are encouraged to provide assistance with any of the 27 measures. When all caseloads require assistance, Staff Development Program Managers identify and develop strategies and training to ensure improvement. Monthly Measures has been shared with many other counties and has become a popular tool.

PROBATION

As of December 2013, Probation’s rate for timely caseworker visits was 95.8%. For the same time period, the rate for caseworker visits (in residence) was 82.3%. Both are above the national goal of 90% and 50% respectively.

	Mar-13	Jun-13	Sep-13	Dec-13
SLO	84.7	89	94	95.8
State	93.6	93.6	93.8	93.9
SLO In Residence	80.1	81.3	82.4	82.3
State In Residence	76.9	76.9	77.0	77.2

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team

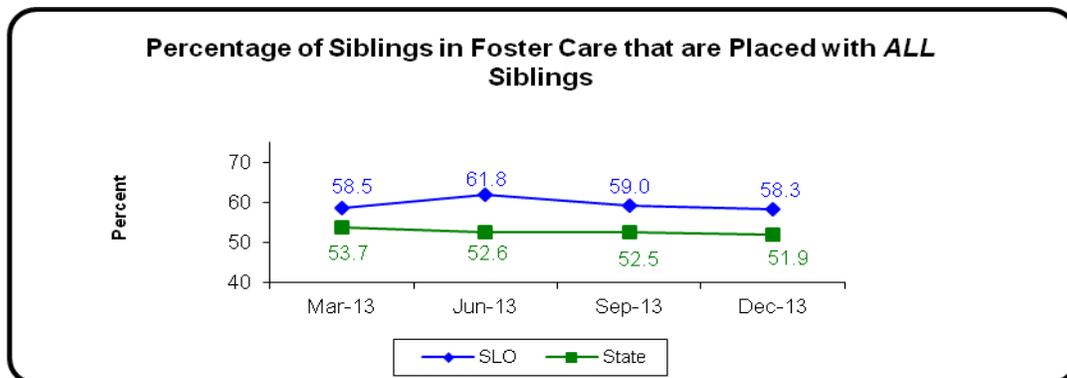
Probation has collaborated with Child Welfare Services to access SafeMeasures to monitor monthly youth visits. Probation Officer visits are due for entry into CWS/CMS by the 10th of the following month. The Placement Supervisor reviews each probation placement caseload in SafeMeasures on or after that date and works with individual officers as needed to ensure visits are completed and entries are made. Visits are also a standing topic at regular caseload conferences.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

CHILD WELFARE SERVICES

Sibling groups are identified at the county level, not the state level. A sibling group size of “one” is used to signify a single child with no known siblings in the supervising county. Sibling groups are constructed from an unduplicated point in time count of all children who have an open placement episode in the CWS/CMS system. A set of sibling identifier variables (derived from the CWS/CMS Client Relationship Table) and placement address variables (derived from the facility address information from the Placement Home Table) are used to locate all whole, half, and step-siblings, as well as maternal siblings.

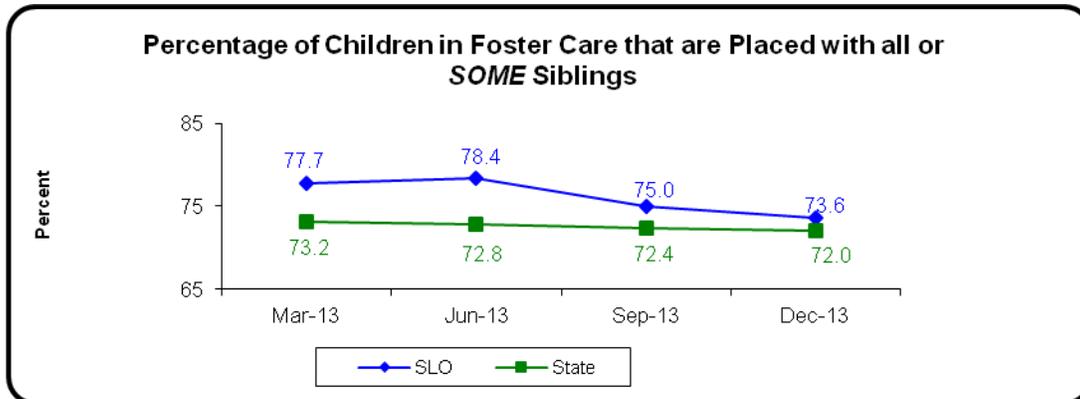
San Luis Obispo County's percentage of siblings that were placed with all siblings was 58.3%, well above the state average of 51.9%.



	Mar-13	Jun-13	Sep-13	Dec-13
SLO	58.5	61.8	59.0	58.3
State	53.7	52.6	52.5	51.9

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

San Luis Obispo County's percentage of siblings that were placed with some or all siblings also consistently measures above the state average. For the period ending December 2013, San Luis Obispo County's rate was 73.7%, above the state average of 72.0%.



	Mar-13	Jun-13	Sep-13	Dec-13
SLO	77.7	78.4	75.0	73.6
State	73.2	72.8	72.4	72.0

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

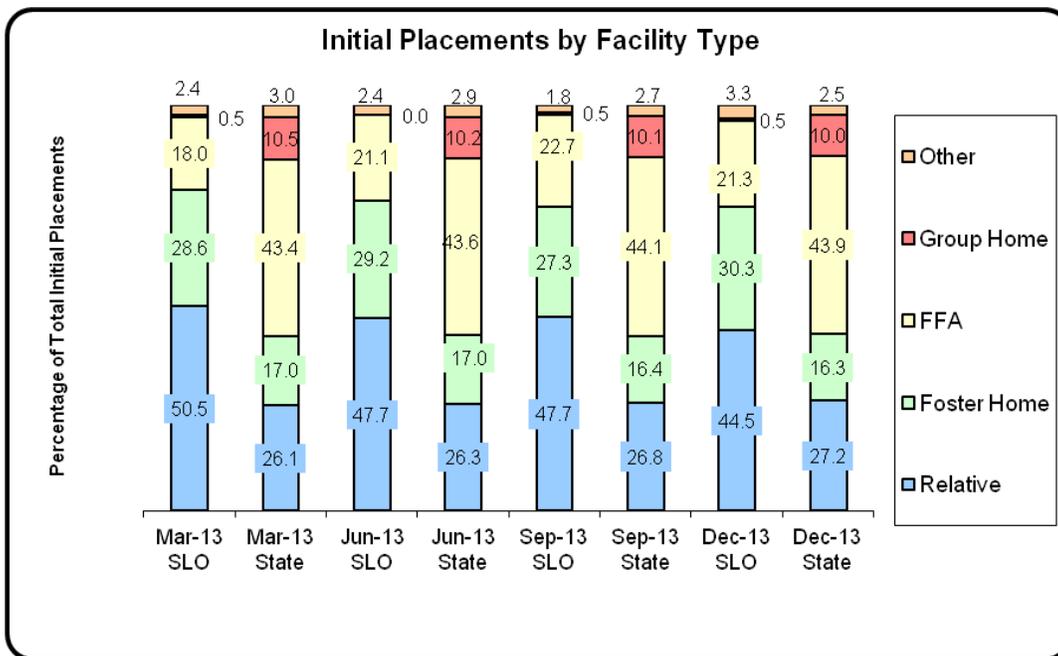
San Luis Obispo County is consistently higher than the state average when placing siblings together. When placing children in Foster Family Agencies (FFA), there is a higher likelihood that we are able to place siblings together based on the availability in the home. FFA's often provide the County with opportunities for more difficult placements than relative homes or County Licensed Resource Family Homes. Often times, County Licensed Resource Family homes are used so often for a variety of reasons that when a sibling group comes into care, there is not enough capacity to accommodate the need.

4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)

CHILD WELFARE SERVICES

These reports provide information on all entries to out-of-home care during the time period specified - Point in Time/In-Care. Children are assigned to the county where there is an open CWS case or referral.

As of December 2013, there were 211 Child Welfare Services children placed into foster care. 30.3% (94 children) of initial placements were in relative placement, 44.5 % (64 children) were in county-licensed Resource Family homes, 21.3% (45 children) were in Foster Family Agency placements, 0.5 % (1 child) was in a group home, and 3.3 % (7 children) were placed with guardians.



Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team

PROBATION

There were 18 Probation youth who entered into a first foster care placement during the 2013 calendar year. 22.2% were in relative placement, 5.6% were in Foster Family Agency placements and 72.2% (13) were in group care.

ANALYSIS

Child Welfare Services utilizes Kinship Care in the majority of cases, which is an improvement on both the County’s baseline measurement and the state average. Foster Family Agency placements are exaggerated because the County uses a Foster Family Agency for shelter bed placements, in addition to foster care. The Foster Family Agency rate as a primary placement decreases as children are moved to relative homes.

San Luis Obispo County has seen a steady decline in the average rate of placements into relative homes. The County has further increased the rate of primary placements with Resource Family homes, and achieved below average rates for all other types of primary placements. The practice of asking for family input regarding placement when the family enters the system, involving CalWORKs staff when appropriate, the use of Team Decision-Making and relative placements all support the opportunity for siblings to be placed together. Team Decision-Making and Family Group Conferencing provide additional opportunities for parents, youth and Resource Families to participate in case planning.

Because of San Luis Obispo County’s success in relative placement, this area was not a focus of either the County Self-Assessment or the Peer Review. Both the Department of Social Services and the Probation Department are committed to placing children in Kinship Care whenever it is appropriate and available. We will continue to work to educate the community and staff on the importance of Kinship Care and Team Decision-Making Meetings in an effort to continue to improve this outcome.

PROBATION

Probation, in particular, is hoping to increase the percentage of placement youth who are in less restrictive levels of foster care, such as Resource Family Approval and Foster Family Agency Homes. The higher percentage of first time placements of Probation youth into group care is likely explained by Probation foster youths' needs for intensive supervision combined with intensive treatment to address criminogenic risk factors; however, further efforts are needed in this area as more recent trends in 2014 indicate the group care percentage has gone up and improvement is warranted.

4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)

CHILD WELFARE SERVICES

These reports provide information on all entries to out-of-home care during the time period specified - Point in Time/In-Care. Children are assigned to the county where there is an open case or referral (Child Welfare).

As of December 2013, there were 211 Child Welfare Services children placed into foster care. By Q1 2015, there were 349 children placed in foster care. This is an increase of 138 children in 5 quarters vs. the totality of 12 previous quarters. 29.5% (103 children) of point in time placements were in relative placement, 30.4 % (106 children) were in county-licensed Resource Family homes, 10.0% (35 children) were in Foster Family Agency placements, 6.6% (23 children) were in a group home, and 8.0 % (28 children) were placed with guardians.

Placement Type	Count	%
KIN	103	29.5%
Foster	106	30.4%
FFA	35	10.0%
Court Specified	0	0.0%
Group	23	6.6%
Shelter	0	0.0%
Guardian - Dependent	1	0.3%
Guardian - Other	28	8.0%
Pre-Adoption	3	0.9%
Mixed/Other	50	14.3%
Total	349	100%

Source: 2013 Quarter 4 Extract and Safe Measures

PROBATION

As of December 2013, there were 51 Probation youth placed in foster care. 11.8% (6) were in Relative Placements, 3.9% (2) were in Foster Family Agency placements, 29.4% (15) were in Group Homes, 21.6% (11) were in Supervised Independent Living Placements (SILPs) and 7.8% (4) were in Transitional Housing.

ANALYSIS

CHILD WELFARE SERVICES

There was a significant increase in the number of children that entered foster care in the last 5 quarters versus the previous 12. The increase was 138 children which was almost double. The most significant increase was that of children placed in foster care and group homes. Our belief that family is the first choice for placement is highly supported; however, there has been a significant decrease in the amount of children placed with KIN. Behaviors of children have intensified causing KIN to have a more difficult time sustaining the placement. We have increased the amount of Resource Family homes significantly as well which also means that there are more options for children to be placed. With the increase in difficult behaviors, Group Homes are also seeing an increase in capacity as they are more appropriate for the issues that are presenting themselves. We provide retention efforts in the form of an annual retreat, a responsive Placement Unit and follow-up phone calls after initial placements. All of these efforts help to sustain our placements, however, the intensity of the behavioral issues make multiple placements for one child nearly inevitable.

PROBATION

When compared to subsequent point in time placement data, it is clear that while the overall number of Probation youth in placement is going down, the percentage of youth in group homes is going up and the percentage in relative placements is going down. Demographic factors such as the overall reduction in juvenile probation referrals as well as systemic factors such as the increased utilization of intensive home based interventions including Wraparound Services are likely impacting these trends; however, further assessment and analysis is warranted, especially given the relatively recent implementation of the Resource Family Approval program.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

CHILD WELFARE SERVICES

San Luis Obispo County's Indian Child Welfare Act (ICWA) rates are currently based on a very small number of ICWA children placed in foster care in San Luis Obispo County. The limited number makes it difficult to track any trends. As of December 2013, Child Welfare Services identified 3 foster children who met the ICWA criteria. 0 (0%) Native American foster children were placed with non-relative, non-Indian (or unknown ethnicity) substitute care providers and 3 (66.7%) were placed with a relative.

SLO County's rates are currently based on 2 ICWA eligible children in December 2013.

Placement Type	Count	%
Relative	2	66.7%
Non-relative Indian	0	0.0%
Non-relative Non-Indian Placement	0	0.0%
Non-relative Missing SCP Ethnicity	0	0.0%
Group Home	0	0.0%
Other	1	33.3%
Total	3	100%

	Relative Homes	Non-Relative Indian Family	Non-Relative Non-Indian Family	Care Provider Ethnicity Missing	Group Home	Other
Mar-13 SLO	75.0	0.0	25.0	0.0	0.0	0.0
Mar-13 State	39.5	2.2	31.9	16.3	8.2	0.0
Jun-13 SLO	60.0	0.0	20.0	0.0	0.0	20.0
Jun-13 State	40.9	2.5	30.1	15.9	7.5	0.0
Sep-13 SLO	50.0	0.0	25.0	0.0	0.0	25.0
Sep-13 State	40.9	2.5	30.1	15.9	7.5	0.0
Dec-13 SLO	66.7	0.0	0.0	0.0	0.0	33.3
Dec-13 State	37.6	2.8	31.2	15.7	7.8	0.0

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

ANALYSIS

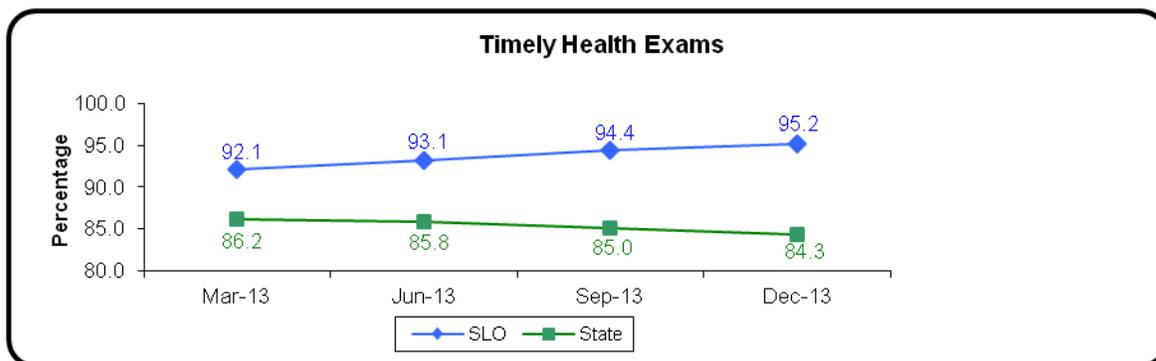
All families are given a choice of ethnic affiliation. By ICWA regulations, if any participant identifies, either verbally or in writing, as being Native American, Child Welfare Services is required to explore the identification process to determine if the client is from a Federally Recognized Tribe. However, there are many families who self-identify as Native American, but do not meet ICWA requirements. Those who do not meet ICWA requirements are still considered by the State to be Native American and are acknowledged as American Indian, meaning they have blood line ties to the American Indian culture. The data for this population may vary widely based on the situation of one child because of the limited size of the overall population.

5B (1) RATE OF TIMELY HEALTH EXAMS

CHILD WELFARE SERVICES

These reports track the percentage of foster children receiving timely health and dental exams. As of December 31, 2013, 98.2 % of children in foster care in San Luis Obispo County (both Child Welfare

Services and Probation) receive timely health exams and 83.5% receive timely dental exams. This exceeds the State average of 89.4% for health exams and 68.6% for dental exams for the same reporting period.



Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

Physical Examinations		Count	%
In Compliance		282	96.6%
Not in Compliance		10	3.4%
Total		292	100%

Physical Examinations		Count	%
In Compliance		228	89.8%
Not in Compliance		26	10.2%
Total		254	100%

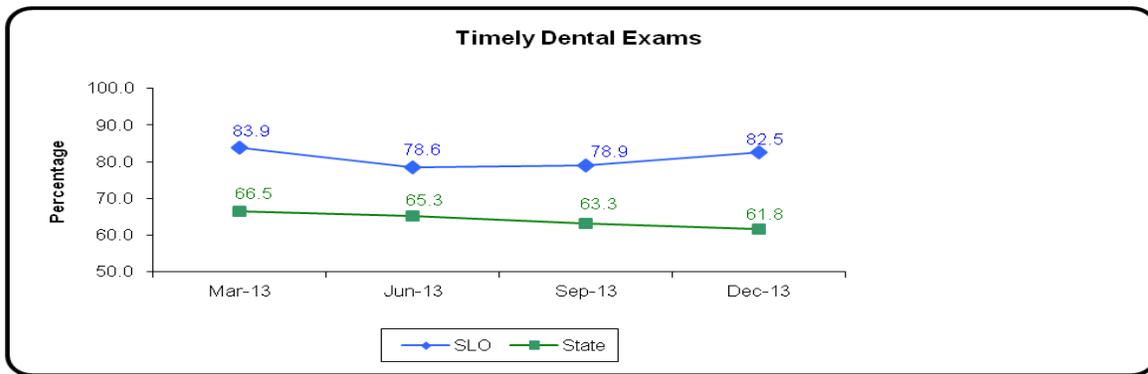
Safe Measures Q4 2010 Measure 5b Physical Examinations

ANALYSIS

In Q4 of 2010, San Luis Obispo County was in compliance on 89.8% of cases for timely physical examinations and in Q4 of 2013, San Luis Obispo County increased this performance to 96.6%. A partnership with Public Health and the work of a co-located Public Health Nurse contributes to success in these measures. Updating the related policy and procedures and continuing awareness trainings will ensure continued success in this outcome.

5B (2) RATE OF TIMELY DENTAL EXAMS

CHILD WELFARE SERVICES



Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

Dental Examinations	Count	%
In Compliance	192	83.5%
Not in Compliance	38	16.5%
Total	230	100%

Safe Measures Q4 2013 measure 5b Dental Examinations

Dental Examinations	Count	%
In Compliance	164	81.2%
Not in Compliance	38	18.8%
Total	202	100%

Safe Measures Q4 2010 measure 5b Dental Examinations

ANALYSIS

In Q4 of 2010, San Luis Obispo County was in compliance on 81.2% of cases for timely dental examinations. In Q4 of 2013, San Luis Obispo County increased this performance to 83.5%. A partnership with Public Health and the work of a co-located Public Health Nurse, contributes to success in these measures. Updating the related policy and procedures and continuing awareness trainings will ensure continued success in this outcome. San Luis Obispo County has also provided training to staff on the importance of regular and early dental exams, and has provided similar training and education to Resource Families. San Luis Obispo County has a program manager in the Health department whose focus is on dental health and increasing access. As all of our Foster Children are served under Denti-Cal, it can be a challenge to locate a provider who has new patient openings. Our County has a Community Health Center Dental Clinic, but its physical location in the County can make access challenging for some care providers.

5F PSYCHOTROPIC MEDICATIONS

CHILD WELFARE SERVICES

San Luis Obispo County is above the state average in the percent of children authorized for psychotropic medications. As of December 2013, 55 out of 358 children (15.4%) were authorized for psychotropic medications.

Authorized for Psychotropic Medication		Count	%
Authorized		55	15.4%
Not Authorized		303	84.6%
Total		358	100%

Safe Measures Q4 2013 measure 5F Psychotropic Medication

Authorized for Psychotropic Medication		Count	%
Authorized		53	15.2%
Not Authorized		296	84.8%
Total		349	100%

Safe Measures Q4 2010 Measure 5F Psychotropic Medication

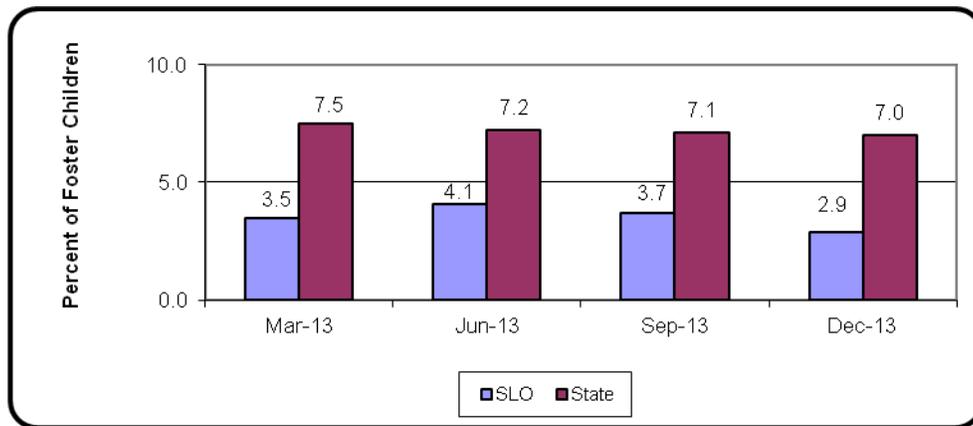
ANALYSIS

In Q4 of 2010, San Luis Obispo County had 15.2% of youth authorized to take psychotropic medication, while in Q4 of 2013 this number remained relatively stagnant at 15.4%. Our consistent number supports assessing youth’s need for psychotropic medication and working closely with the court to receive authorization. Between reporting periods San Luis Obispo County began participating in the Katie A. requirements, which supported efforts already in place to evaluate all youth for mental health needs and connect them early in their case plan to mental health providers. San Luis Obispo County partners closely with our Mental Health Agency to ensure youth are receiving needed services and referrals.

6B INDIVIDUALIZED EDUCATION PLAN

CHILD WELFARE SERVICES

As of December 2013, 13 of 350 (3.7%) of children in foster care in San Luis Obispo County (both Child Welfare Services and Probation) have Individualized Education Plans (IEP).



Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

Individualized Education Plan		Count	%
Has IEP		13	3.7%
No IEP		337	96.3%
Total		350	100%

Safe Measures Q4 2013 Measure 6B Individualized Education Plan

Individualized Education Plan		Count	%
Has IEP		18	5.6%
No IEP		305	94.4%
Total		323	100%

Safe Measures Q4 2010 Measure 6B Individualized Education Plan

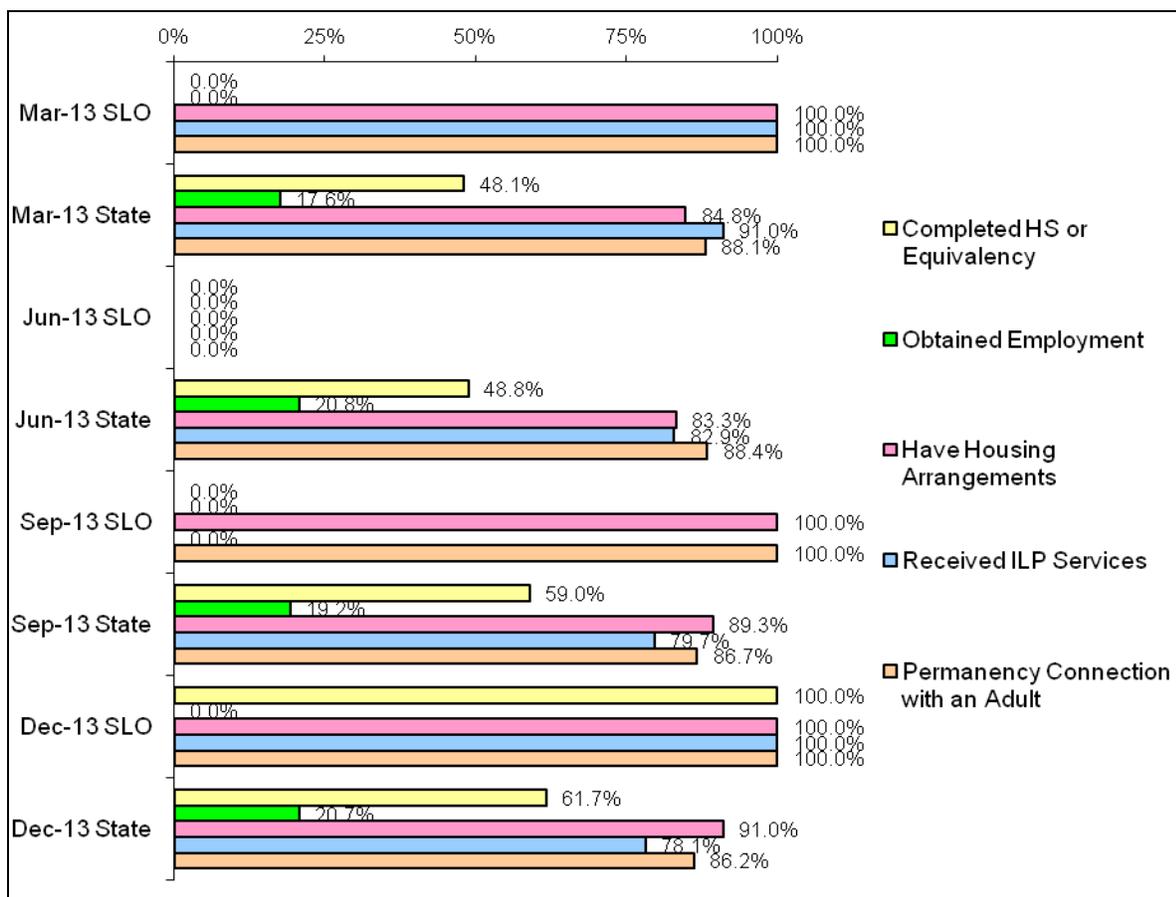
ANALYSIS

In Q4 of 2010, San Luis Obispo County had 5.6% of youth with an IEP in Q4 of 2013 this number dropped to 3.7%. San Luis Obispo County continues to struggle with consistent data entry of this particular measure; therefore it is believed our numbers may be higher than reflected currently. San Luis Obispo County recently rolled out new tools for Social Workers to use for all initial placements of school age children to help capture up front which youth already have an IEP or who may be otherwise struggling. San Luis Obispo County has begun hosting a quarterly meeting focusing on the education needs of foster youth, and is working to improve awareness of the need for youth to be identified early on if they need an IEP. This measure is also impacted because the birth parents continue to hold educational rights even after the youth is taken into care which can cause information from the schools to be given to the parent and not communicated with the Social Worker.

8A CHILDREN TRANSITIONING TO SELF-SUFFICIENT ADULTHOOD

CHILD WELFARE SERVICES

With the extension of Foster Care to age 21 implemented in 1/2012, San Luis Obispo County has not had children aging out of the system. Currently San Luis Obispo has 48 youth participating in Extended Foster Care and 9 youth who are eligible to Extended Foster Care, but who are not currently participating. Extended Foster Care is a voluntary program, and youth can choose not to participate, or if they are not meeting one of the 5 required participation requirements (attending High School, Attending college or Vocation school, working at least 20 hours, participating in a job readiness activity, or mentally or physically unable to participate) then they are not eligible to participate. For youth who are in care, the Independent Living Program provides case management and life skills training. San Luis Obispo County is comparable to the state average with the exception of one area; the number of youth who are receiving Independent Living Program (ILP) services. In San Luis Obispo County, 40.6% of youth receive ILP Services, slightly lower than the state average of 54.2%. While it is not mandatory for youth to take part in ILP services, both Child Welfare Services and Probation encourage participation in the program. Further, the TILP services delivered measure from December 2013 shows 59% of youth received no ILP services. This low number is likely a reflection of data entry error.



Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and Safe Measures

	# of Youth Who Aged Out	Completed HS or Equivalency	Obtained Employment	Have Housing Arrangements	Received ILP Services	Permanency Connection with an Adult
Mar-13 SLO	1	0.0%	0.0%	100.0%	100.0%	100.0%
Mar-13 State	252	48.1%	17.6%	84.8%	91.0%	88.1%
Jun-13 SLO	0	0.0%	0.0%	0.0%	0.0%	0.0%
Jun-13 State	293	48.8%	20.8%	83.3%	82.9%	88.4%
Sep-13 SLO	1	0.0%	0.0%	100.0%	0.0%	100.0%
Sep-13 State	271	59.0%	19.2%	89.3%	79.7%	86.7%
Dec-13 SLO	1	100.0%	0.0%	100.0%	100.0%	100.0%
Dec-13 State	334	61.7%	20.7%	91.0%	78.1%	86.2%

Source: CWS/CMS 2013 Quarter 4 Extract, prepared by DSS Information Reporting Team, and SafeMeasures



Source: Safe Measure, TILP Services December 2013 Report Month

ANALYSIS

ILP empowers youth through life skills education, supportive services, advocacy, and community collaboration. It is their mission to provide services to young adults to aid them in developing community and lifelong connections. The ILP Employment Program strives to improve the quality of life for foster youth by giving them the resources and skills to gain employment that matches their talents, desires, and needs. Services offered include one-on-one assistance, resume development, interviewing skills, and on-the-job training.

Cuesta College took over administration of the ILP for San Luis Obispo County in July 2007 through 2015. In July of 2015, Family Care Network, INC. (FCNI) took over the administration for ILP. The contract includes permanency services and activities. FCNI is committed to the mission of permanency, and employs three full-time case managers who are dedicated to ensuring that every youth in foster care will have at least one significant, supportive adult in his/her life. The quality of sibling relationships is generally assessed on a case-by-case basis. Case managers meet with foster youth and siblings to get a sense of any existing relationship, and then work to facilitate deeper sibling relationships where appropriate. Child Welfare Services has recently refined the Life Team Meeting process to better serve youth and prepare them for the transition to adult life. ILP will be working with Probation to strengthen the Life Team Meeting process for Probation youth.

In 2010, San Luis Obispo County implemented the Transitional Aged Youth Financial Assistance Program (TAY-FAP). TAY-FAP provides financial support to eligible youth with needs related to enrolling in or

maintain enrollment in a college, university or vocation program, that are not covered by financial aid programs, and that enhances their ability to achieve independence and self-sufficiency. The philosophy and practice underlying the TAY-FAP is to empower transitional aged youth to achieve self-sufficiency and to establish essential community connections to meet their needs. Examples of TAY-FAP support include: housing in a dormitory, student housing or apartment; transportation; school supplies, text books, lab fees, or other required school related tools, and meeting urgent, essential or emergency needs related to living.

San Luis Obispo County also offers the following services and programs to assist Child Welfare Services and Probation foster youth in transitioning into adulthood:

- The California Chafee Grant Program provides up to \$5,000 annually to foster youth and former foster youth for college courses or vocational school training. The foster youth must be enrolled in:
 - College or vocational school that is eligible
 - Course of study at least half-time
 - Course of study that is at least one year long and is eligible (accredited)
 - Must maintain a C average or better
- California Youth Coalition (CYC) is a statewide youth-run organization for former and current foster youth ages 14 to 24. CYC advocates for change in the foster care system, encourages foster youth to use their voice to make positive change, builds leadership skills, and informs legislators of foster youth needs and policy development.

In 2014, San Luis Obispo County partnered with local provider Choice Educational Services to provide college counseling services to all interested foster youth. Choice Educational Services meets with foster youth one on one to assist them through the college application and acceptance process.

8A-1 COMPLETED HIGH SCHOOL EQUIVALENCY

CHILD WELFARE SERVICES

December 30, 2010 In-House Quarterly Report					
STATE MEASURES					
WELL BEING MEASURES					
Children receive adequate services to meet their physical, emotional, and mental health needs:					*
		Cohort	SLO	State	
5B-1	Rate of Timely Health Exams	10/01/10-12/31/10	88.3%	87.7%	<input checked="" type="checkbox"/>
5B-2	Rate of Timely Dental Exams	10/01/10-12/31/10	78.0%	66.2%	<input checked="" type="checkbox"/>
5F	Authorized for Psychotropic Medication (54 of 340)	10/01/10-12/31/10	14.7%	12.9%	
6B	Individualized Education Plan	10/01/10-12/31/10	2.9%	8.1%	
Children transitioning into adulthood with:					*
		Cohort	SLO	State	
8A-1	High school diploma or GED	10/01/10-12/31/10	66.7%	57.6%	<input checked="" type="checkbox"/>
8A-2	Enrolled in college/higher education program	"	0.0%	30.0%	
8A-3	Received ILP services	"	100.0%	91.2%	<input checked="" type="checkbox"/>
8A-4	Completed a vocational training program	"	100.0%	88.1%	
8A-5	Are employed or have other means of support	"	100.0%	93.7%	<input checked="" type="checkbox"/>

Source: CWS/CMS 2010 Quarter4 Extract, prepared by DSS Information Reporting Team

San Luis Obispo County Department of Social Services					
California Child Welfare Services - Outcome and Accountability County Data Report					
December 31, 2013 In-House Quarterly Report					
STATE MEASURES					
WELL BEING MEASURES					
<i>Children receive adequate services to meet their physical, emotional, and mental health needs:</i>		Cohort	SLO	State	*
5B-1	Rate of Timely Health Exams	10/1/13-12/31/13	95.2%	84.3%	<input checked="" type="checkbox"/>
5B-2	Rate of Timely Dental Exams	10/1/13-12/31/13	82.5%	61.8%	<input checked="" type="checkbox"/>
5F	Authorized for Psychotropic Medication (65 of 375)	10/1/13-12/31/13	15.8%	12.5%	
6B	Individualized Education Plan	10/1/13-12/31/13	2.9%	7.0%	
<i>Children transitioning into adulthood with:</i>		Cohort	SLO	State	*
8A-1	Completed High School or Equivalency	10/1/13-12/31/13	100.0%	61.7%	<input checked="" type="checkbox"/>
8A-2	Obtained Employment	"	0.0%	20.7%	
8A-3	Have Housing Arrangements	"	100.0%	91.0%	<input checked="" type="checkbox"/>
8A-4	Received ILP Services	"	100.0%	78.1%	<input checked="" type="checkbox"/>
8A-5	Permanency Connection with an Adult	"	100.0%	86.2%	<input checked="" type="checkbox"/>

CWS/CMS 2013 Quarter4 Extract, prepared by DSS Information Reporting Team

ANALYSIS

In 2010, SLO County 66.7% of youth completed High School or GED for this measure. This number increased to 100% in 2013. During the interim period between reports, San Luis Obispo has been the positive effect of legislature that has passed to help foster youth retain partial credits earned, and also the minimum graduation standards for foster youth under AB 490. SLO County has worked collaboratively with our local County Office of Education to increase this measure. By having access to tutoring and earlier identification of youth who are struggling or otherwise not on track to graduate is key to improving this measure. In addition, with the passage of AB12, youth have access to financial support while they finish their diploma and this has helped youth stay engaged in school without worrying about turning 18 while in high school and being unable to finish attending because of financial or housing concerns.

8A-2 OBTAINED EMPLOYMENT

CHILD WELFARE SERVICES

December 30, 2010 In-House Quarterly Report					
STATE MEASURES					
WELL BEING MEASURES					
Children receive adequate services to meet their physical, emotional, and mental health needs:		Cohort	SLO	State	*
5B-1	Rate of Timely Health Exams	10/01/10-12/31/10	88.3%	87.7%	<input checked="" type="checkbox"/>
5B-2	Rate of Timely Dental Exams	10/01/10-12/31/10	78.0%	66.2%	<input checked="" type="checkbox"/>
5F	Authorized for Psychotropic Medication (54 of 340)	10/01/10-12/31/10	14.7%	12.9%	
6B	Individualized Education Plan	10/01/10-12/31/10	2.9%	8.1%	
Children transitioning into adulthood with:		Cohort	SLO	State	*
8A-1	High school diploma or GED	10/01/10-12/31/10	66.7%	57.6%	<input checked="" type="checkbox"/>
8A-2	Enrolled in college/higher education program	"	0.0%	30.0%	
8A-3	Received ILP services	"	100.0%	91.2%	<input checked="" type="checkbox"/>
8A-4	Completed a vocational training program	"	100.0%	88.1%	
8A-5	Are employed or have other means of support	"	100.0%	93.7%	<input checked="" type="checkbox"/>

Source: CWS/CMS 2010 Quarter4 Extract, prepared by DSS Information Reporting Team

San Luis Obispo County Department of Social Services					
California Child Welfare Services - Outcome and Accountability County Data Report					
December 31, 2013 In-House Quarterly Report					
STATE MEASURES					
WELL BEING MEASURES					
<i>Children receive adequate services to meet their physical, emotional, and mental health needs:</i>		Cohort	SLO	State	*
5B-1	Rate of Timely Health Exams	10/1/13-12/31/13	95.2%	84.3%	<input checked="" type="checkbox"/>
5B-2	Rate of Timely Dental Exams	10/1/13-12/31/13	82.5%	61.8%	<input checked="" type="checkbox"/>
5F	Authorized for Psychotropic Medication (65 of 375)	10/1/13-12/31/13	15.8%	12.5%	
6B	Individualized Education Plan	10/1/13-12/31/13	2.9%	7.0%	
<i>Children transitioning into adulthood with:</i>		Cohort	SLO	State	*
8A-1	Completed High School or Equivalency	10/1/13-12/31/13	100.0%	61.7%	<input checked="" type="checkbox"/>
8A-2	Obtained Employment	"	0.0%	20.7%	
8A-3	Have Housing Arrangements	"	100.0%	91.0%	<input checked="" type="checkbox"/>
8A-4	Received ILP Services	"	100.0%	78.1%	<input checked="" type="checkbox"/>
8A-5	Permanency Connection with an Adult	"	100.0%	86.2%	<input checked="" type="checkbox"/>

Source: CWS/CMS 2013 Quarter4 Extract, prepared by DSS Information Reporting Team

ANALYSIS

Data for this measure has not been consistently captured. The current data report shows 0% of youth who have obtained employment. This is incorrect and SLO will investigate to determine what data entry changes are needed to accurately capture this data. Because this data has not been consistently captured, we are unable to compare previous report periods to determine what data trends exist. From anecdotal data, this measure is increasing due to AB12 having a positive impact on youth's readiness for employment and due to collaborative efforts with local youth job readiness programs. SLO County contracts with a youth workforce program to promote and open job opportunities for youth in the community. Job shadowing and mentoring opportunities have allowed unpaid positions to be converted to paid employment.

8A-3 HOUSING ARRANGEMENTS

CHILD WELFARE SERVICES

December 30, 2010 In-House Quarterly Report				
STATE MEASURES				
WELL BEING MEASURES				
<i>Children receive adequate services to meet their physical, emotional, and mental health needs:</i>				
	Cohort	SLO	State	*
5B-1 Rate of Timely Health Exams	10/01/10-12/31/10	88.3%	87.7%	<input checked="" type="checkbox"/>
5B-2 Rate of Timely Dental Exams	10/01/10-12/31/10	78.0%	66.2%	<input checked="" type="checkbox"/>
5F Authorized for Psychotropic Medication (54 of 340)	10/01/10-12/31/10	14.7%	12.9%	
6B Individualized Education Plan	10/01/10-12/31/10	2.9%	8.1%	
<i>Children transitioning into adulthood with:</i>				
	Cohort	SLO	State	*
8A-1 High school diploma or GED	10/01/10-12/31/10	66.7%	57.6%	<input checked="" type="checkbox"/>
8A-2 Enrolled in college/higher education program	"	0.0%	30.0%	
8A-3 Received ILP services	"	100.0%	91.2%	<input checked="" type="checkbox"/>
8A-4 Completed a vocational training program	"	100.0%	88.1%	
8A-5 Are employed or have other means of support	"	100.0%	93.7%	<input checked="" type="checkbox"/>

Source: CWS/CMS 2010 Quarter4 Extract, prepared by DSS Information Reporting Team

San Luis Obispo County Department of Social Services					
California Child Welfare Services - Outcome and Accountability County Data Report					
December 31, 2013 In-House Quarterly Report					
STATE MEASURES					
WELL BEING MEASURES					
<i>Children receive adequate services to meet their physical, emotional, and mental health needs:</i>		Cohort	SLO	State	*
5B-1	Rate of Timely Health Exams	10/1/13-12/31/13	95.2%	84.3%	<input checked="" type="checkbox"/>
5B-2	Rate of Timely Dental Exams	10/1/13-12/31/13	82.5%	61.8%	<input checked="" type="checkbox"/>
5F	Authorized for Psychotropic Medication (65 of 375)	10/1/13-12/31/13	15.8%	12.5%	
6B	Individualized Education Plan	10/1/13-12/31/13	2.9%	7.0%	
<i>Children transitioning into adulthood with:</i>		Cohort	SLO	State	*
8A-1	Completed High School or Equivalency	10/1/13-12/31/13	100.0%	61.7%	<input checked="" type="checkbox"/>
8A-2	Obtained Employment	"	0.0%	20.7%	
8A-3	Have Housing Arrangements	"	100.0%	91.0%	<input checked="" type="checkbox"/>
8A-4	Received ILP Services	"	100.0%	78.1%	<input checked="" type="checkbox"/>
8A-5	Permanency Connection with an Adult	"	100.0%	86.2%	<input checked="" type="checkbox"/>

Source: CWS/CMS 2013 Quarter4 Extract, prepared by DSS Information Reporting Team

ANALYSIS

Data for this measure was not captured for 2010. We are unable to compare the 2010 rates for this measure as they were not being captured at that time. For the 2013 measurement SLO County had 100% of youth having housing arrangements.

SLO County offers several housing options for youth including THPP, THP Plus and THP Plus FC. We work closely with our transitional housing provider to address safety concerns that would otherwise create barriers to youth being admitted to transitional housing, and we work very closely with ILP to help make youth aware of housing options available to them.

Being able to offer several housing options, in addition to the availability of SILP for AB12 youth, has had a positive impact on our youth's housing needs. In addition, ILP sponsors a housing night and works closely with all youth to ensure stable housing.

8A-4 RECEIVED ILP SERVICES

CHILD WELFARE SERVICES

December 30, 2010 In-House Quarterly Report					
STATE MEASURES					
WELL BEING MEASURES					
<i>Children receive adequate services to meet their physical, emotional, and mental health needs:</i>					*
		Cohort	SLO	State	
5B-1	Rate of Timely Health Exams	10/01/10-12/31/10	88.3%	87.7%	<input checked="" type="checkbox"/>
5B-2	Rate of Timely Dental Exams	10/01/10-12/31/10	78.0%	66.2%	<input checked="" type="checkbox"/>
5F	Authorized for Psychotropic Medication (54 of 340)	10/01/10-12/31/10	14.7%	12.9%	
6B	Individualized Education Plan	10/01/10-12/31/10	2.9%	8.1%	
<i>Children transitioning into adulthood with:</i>					*
		Cohort	SLO	State	
8A-1	High school diploma or GED	10/01/10-12/31/10	66.7%	57.6%	<input checked="" type="checkbox"/>
8A-2	Enrolled in college/higher education program	"	0.0%	30.0%	
8A-3	Received ILP services	"	100.0%	91.2%	<input checked="" type="checkbox"/>
8A-4	Completed a vocational training program	"	100.0%	88.1%	
8A-5	Are employed or have other means of support	"	100.0%	93.7%	<input checked="" type="checkbox"/>

Source: CWS/CMS 2010 Quarter4 Extract, prepared by DSS Information Reporting Team

San Luis Obispo County Department of Social Services					
California Child Welfare Services - Outcome and Accountability County Data Report					
December 31, 2013 In-House Quarterly Report					
STATE MEASURES					
WELL BEING MEASURES					
<i>Children receive adequate services to meet their physical, emotional, and mental health needs:</i>		Cohort	SLO	State	*
5B-1	Rate of Timely Health Exams	10/1/13-12/31/13	95.2%	84.3%	<input checked="" type="checkbox"/>
5B-2	Rate of Timely Dental Exams	10/1/13-12/31/13	82.5%	61.8%	<input checked="" type="checkbox"/>
5F	Authorized for Psychotropic Medication (65 of 375)	10/1/13-12/31/13	15.8%	12.5%	
6B	Individualized Education Plan	10/1/13-12/31/13	2.9%	7.0%	
<i>Children transitioning into adulthood with:</i>		Cohort	SLO	State	*
8A-1	Completed High School or Equivalency	10/1/13-12/31/13	100.0%	61.7%	<input checked="" type="checkbox"/>
8A-2	Obtained Employment	"	0.0%	20.7%	
8A-3	Have Housing Arrangements	"	100.0%	91.0%	<input checked="" type="checkbox"/>
8A-4	Received ILP Services	"	100.0%	78.1%	<input checked="" type="checkbox"/>
8A-5	Permanency Connection with an Adult	"	100.0%	86.2%	<input checked="" type="checkbox"/>

Source: CWS/CMS 2013 Quarter4 Extract, prepared by DSS Information Reporting Team

ANALYSIS

In both 2010 and 2013, SLO County has a 100% rate of youth receiving ILP services. SLO County partners worked closely with our ILP provider to ensure eligible youth are referred and served by ILP. Case carrying Social Workers work hard to make sure youth are engaged in ILP, and there are incentives offered for youth to participate and remain active. Youth who are not participating in ILP are still offered services and training to provide them with Independent Living Skills. San Luis Obispo County also works hard to engage the care provider in delivering life skills in the home in order to provide the youth with the most natural experience.

8A-5 PERMANENCY CONNECTION WITH AN ADULT

CHILD WELFARE SERVICES

December 30, 2010 In-House Quarterly Report					
STATE MEASURES					
WELL BEING MEASURES					
<i>Children receive adequate services to meet their physical, emotional, and mental health needs:</i>					*
		Cohort	SLO	State	
5B-1	Rate of Timely Health Exams	10/01/10-12/31/10	88.3%	87.7%	<input checked="" type="checkbox"/>
5B-2	Rate of Timely Dental Exams	10/01/10-12/31/10	78.0%	66.2%	<input checked="" type="checkbox"/>
5F	Authorized for Psychotropic Medication (54 of 340)	10/01/10-12/31/10	14.7%	12.9%	
6B	Individualized Education Plan	10/01/10-12/31/10	2.9%	8.1%	
<i>Children transitioning into adulthood with:</i>					*
		Cohort	SLO	State	
8A-1	High school diploma or GED	10/01/10-12/31/10	66.7%	57.6%	<input checked="" type="checkbox"/>
8A-2	Enrolled in college/higher education program	"	0.0%	30.0%	
8A-3	Received ILP services	"	100.0%	91.2%	<input checked="" type="checkbox"/>
8A-4	Completed a vocational training program	"	100.0%	88.1%	
8A-5	Are employed or have other means of support	"	100.0%	93.7%	<input checked="" type="checkbox"/>

Source: CWS/CMS 2010 Quarter4 Extract, prepared by DSS Information Reporting Team

San Luis Obispo County Department of Social Services					
California Child Welfare Services - Outcome and Accountability County Data Report					
December 31, 2013 In-House Quarterly Report					
STATE MEASURES					
WELL BEING MEASURES					
<i>Children receive adequate services to meet their physical, emotional, and mental health needs:</i>		Cohort	SLO	State	*
5B-1	Rate of Timely Health Exams	10/1/13-12/31/13	95.2%	84.3%	<input checked="" type="checkbox"/>
5B-2	Rate of Timely Dental Exams	10/1/13-12/31/13	82.5%	61.8%	<input checked="" type="checkbox"/>
5F	Authorized for Psychotropic Medication (65 of 375)	10/1/13-12/31/13	15.8%	12.5%	
6B	Individualized Education Plan	10/1/13-12/31/13	2.9%	7.0%	
<i>Children transitioning into adulthood with:</i>		Cohort	SLO	State	*
8A-1	Completed High School or Equivalency	10/1/13-12/31/13	100.0%	61.7%	<input checked="" type="checkbox"/>
8A-2	Obtained Employment	"	0.0%	20.7%	
8A-3	Have Housing Arrangements	"	100.0%	91.0%	<input checked="" type="checkbox"/>
8A-4	Received ILP Services	"	100.0%	78.1%	<input checked="" type="checkbox"/>
8A-5	Permanency Connection with an Adult	"	100.0%	86.2%	<input checked="" type="checkbox"/>

Source: CWS/CMS 2013 Quarter4 Extract, prepared by DSS Information Reporting Team

ANALYSIS

We are unable to compare as this measure was not tracked in 2010. For the 2013 data month, SLO County has a 100% rate of youth who have a permanency connection with an adult. SLO County has partnered with CASA to create a mentor program for ILP eligible youth. The mentor program has been beneficial to helping the youth create another relationship with someone that they can carry on into adulthood even after their professional services end. SLO County focuses intently with youth to help them identify and build their own support network that they can continue accessing upon case closure.

Summary of Findings

San Luis Obispo County Child Welfare Services and Probation continue to take a hands-on approach to completing the County Self-Assessment as this process is viewed as a crucial piece in navigating our practice and the development of local resources and tools to ensure children are safe, have equitable resources for well-being, and a permanent connection to their community.

SUMMARY OF PERFORMANCE ON C-CFSR OUTCOMES

The matrix below compares all outcomes between Federal standards vs. county performance for both CWS and Probation. The designated action summarizes the direction that both agencies will take to address each outcome.

San Luis Obispo County Summary of Data

Quarter 4 2013

Measure	Federal Standard	Child Welfare Services' Performance	Probation Performance	Designated Action	
		Percent	Percent	CWS	Probation
S1.1 No recurrence of maltreatment	94.6%	89.5%	N/A	SIP	N/A
S2.1 No maltreatment in foster care	99.68%	100%	N/A	STRENGTH	N/A
2B Timely Response – Immediate	90%	100%	N/A	STRENGTH /WATCH	N/A
2B Timely Response – 10 day	90%	98%	N/A	STRENGTH /WATCH	N/A
2C Timely Social Worker Visits	90%	92.3%	N/A	WATCH	N/A
C1.1 Reunification within 12 Months (exit cohort)	75.2%	72.2%	50%	WATCH	WATCH
C1.2 Median time to reunification	5.4 months	8.4 months	10.9 months	WATCH	WATCH
C1.3 Reunification within 12	48.4%	44.3%	18.2%	WATCH	WATCH

months (entry cohort)		(Dec 2012)	(June 2013)		
C1.4 Reentry Following Reunification	9.9%	19.8% (Dec 2012)	20% (June 2013)	SIP	WATCH
C2.1 Adoption within 24 Months (Exit Cohort)	36.6%	50%	N/A	STRENGTH	N/A
C2.2 Median time to adoption	27.3 months	24.3 months	N/A	STRENGTH	N/A
C2.3 Adoption within 12 months (17 months in care)	22.7%	40.8%	N/A	STRENGTH	N/A
C2.4 Legally free within 6 months (17 months in care)	10.9%	17.60%	N/A	WATCH	N/A
C2.5 Adoption within 12 months (legally free)	53.7%	69.8%	N/A	STRENGTH	N/A
C3.1 Exits to permanency (24 months in care)	29.1%	37.90%	0%	STRENGTH	WATCH
C3.2 Exits to permanency (legally free at exit)	98%	100%	0%	STRENGTH	WATCH
C3.3 In care 3 years or longer (emancipated/age 18)	37.5%	38.1%	4.5%	WATCH	WATCH
C4.1 Placement stability (8 days to 12 months in care)	86%	80.4%	90.5%	SIP	WATCH
C4.2 Placement stability (12 to 24 months in care)	65.4%	62.7%	73.7%	WATCH	STRENGTH
C4.3 Placement stability (at least 24 months in care)	41.8%	41.9%	0%	WATCH	STRENGTH
Measure	State Standard	Child Welfare Services' Performance	Probation Performance	Designated Action	
		Percent	Percent	CWS	Probation
4A Siblings Placed Together in	51.9%	58.3%	N/A	STRENGTH	N/A

Foster Care					
4B Least Restrictive Placement (Entries First Placement)	27.2% Relative Placement	30.3% Relative Placement	22.2% Relative Placement	WATCH	SIP (GROUP HOMES)
	16.3% Resource Family Homes	44.5% Resource Family Homes	0% Resource Family Homes		
	4.39% FFAs	21.3% FFAs	5.6% FFAs		
	10% Group Home	0.5% Group Homes	72.2% Group Homes		
	2.5% Guardians	3.3% Guardians	0% Guardians		
4B Least Restrictive Placement (Point in Time)	29.5% Relative Placement	2.5% Relative Placement	11.8% Relative Placement	WATCH	WATCH
	30.4% Resource Family Homes	30.4% Resource Family Homes	3.9% Resource Family Homes		
	10% FFAs	10% FFAs	29.4% Group Homes		
	6.6% Group Home	6.6% Group Home	21.6% SILPs		
	8% Guardians	8% Guardians	7.8% Transitional Housing		

4E ICWA and Multi-Ethnic Placement Status	37.6% Relative Placement	66.7% Relative Placement	N/A	STRENGTH	N/A
	31.2% Non-Relative Non-Indian Family				
	15.7% Care Provider Ethnicity Missing	33.3% Other (Relative)			
	7.8 % Group Home				
5B(1) Rate of Timely Health Exams	89.4%	98.2%	98.2%	STRENGTH	STRENGTH
5B(2) Rate of Timely Dental Exams	68.6%	83.5%	83.5%	STRENGTH	STRENGTH
5F Psychotropic Medications	12.5%	15.4%	N/A	WATCH	N/A
6B Individualized Education Plan	7%	3.7%	N/A	WATCH	N/A
8A Children Transitioning to Self-Sufficient Adulthood	SEE BELOW				
8A-1 Completed High School or Equivalency	61.7%	100%	N/A	SIP	N/A
8A-2 Obtained Employment	20.7%	0%			
8A-3 Have Housing Arrangements	91%	100%			
8A-4 Received ILP Services	78.1%	100%			
8A-5 Permanency Connection with an Adult	86.2%	100%			

With reference to the Safety outcomes, CWS is performing above the federal measure on S1.2 No Maltreatment in Foster Care, 2B-1 Timely Immediate Response, 2B-2 Timely 10 day Response and 2F Timely Social Worker Visits. CWS did not reach the federal standard and previous SIP goal in measure S1.1 No Recurrence of Maltreatment; CWS would like this measure to improve and will continue to work towards this goal on the next SIP with a greater focus on children ages 0-5 years old as they are the population at greatest risk of maltreatment.

CWS will also be monitoring Timely Response to make sure compliance is maintained in response to the new state best practice measure 2D, in which attempted contacts will no longer count as an in-person contact. CWS will be reassessing current timely response and engagement efforts to make sure that new best practices are implemented to assist Social Workers in meeting this standard.

The well-being Outcomes do not have federal standards at this time. It is worthwhile to note that all children entering foster care in San Luis Obispo receive a Mental Health assessment and have a CHDP examination up front. Under the Health Care Program for Children in Foster Care (HCPCFC), children and youth are referred to a Foster Care Public Health Nurse within 72 hours of placement to be assessed for physical and mental health needs.

CWS and Probation will continue to focus on the Reunification outcomes as our rates of Re-Entry and Timely Reunification are not meeting most of the standards. The predominant contributing factors that lead to a child's removal from the home are substance abuse and family violence. Gaps in treatment and case management have been identified throughout the CFSR process. CWS considers Timely Reunification key in achieving permanency for children. Monitoring and improving the Re-entry Following Reunification outcome will be important in determining the success of strategies used to achieve Timely Reunification as these two outcomes are often inversely related. Strategies to implement consistent Aftercare services for families having reunified will be considered. CWS will be including C1.1 Reunification within 12 months in the next SIP in order to monitor the outcomes and ensure data improvement.

Given the small numbers of Probation youth captured in this measure (4), one or two cases can make a significant statistical difference. Furthermore, additional factors complicating Timely Reunification efforts for Probation youth include age (Probation youth are on average older than their Child Welfare Services counterparts), placement type (Probation youth are often placed in group home care) and offending behaviors (sexual offenders are an example of youth often needing lengthy residential treatment episodes).

Transition from foster care is another important component of well-being for Probation. Most of the group home placements are between the ages of 16 – 18 years old, and because the issues facing this population are numerous, including: financial resources, emotional instability, negative support system, degraded family relationships, and educational deficiencies, the ILP and other transitional programs are of utmost importance and it becomes imperative that CWS and Probation work collaboratively to provide the most effective and efficient ILP service for the youth in San Luis Obispo County. Thus Probation has chosen to address services for their youth transitioning from foster care. As a result of the shift of demographics based on extended foster care, Probation chose the Placement Stability of NMDs as a focus area for the Peer Review and upcoming SIP.

Placement Stability has been on a downward trend due to several factors. With the implementation of the Resource Family Approval (RFA) process last November (2014), this has created delays in the approval process and hardships for caregivers during the application. On the other hand, the RFA process has also instituted much needed supports for relatives and NREFM caregivers. The additional

screening requirements for RFA have excluded relatives/NREFM that may have been approved prior to the implementation. This has created some challenges in practice; however the benefits to the child outweigh these challenges. Additionally, the lack of RFA homes also contributes to the downward trend in this measure. The amount of RFA homes that we need compared to what we have is substantially higher. Several recruitment promotions have recently been put in place, such as mass mailing outreach within the county and local commercials.

CWS has several strategies that were implemented after the last CFSR process, that continue to keep our permanency outcomes close to the state and federal outcomes. Concurrent planning ensures the primary goal of family reunification is pursued, while simultaneously developing an alternative permanency plan for the child. This alternate plan will often include adoption as the major alternative to family reunification. If the family reunification efforts fail, then the alternate plan will already be in place and well on its way to completion. Concurrent planning also assists with Placement Stability by reducing the total period of time a child will either remain in foster care before being reunified with their birth parents or be permanently placed with a family.

The use of Team Decision-Making Meetings (TDM) from the time of removal through the time that the child leaves placement is another strategy that supports success in this measure. TDMs focus on placement issues for children involved or potentially involved in foster care. The meeting involves not only Social Workers and their supervisors in all placement decisions regarding children, but also birth families, community members, Resource Families, and service providers. Involving caregivers in the placement decision-making process provides Child Welfare Services with better information and allows caregivers to express any concerns.

San Luis Obispo County has elected to focus on youth who fall into the 8A measures for the upcoming SIP. San Luis Obispo County feels it is imperative that older youth in foster care receive targeted services to help them become successful, self-sufficient adults. Additionally, throughout the CFSR process, Probation has also identified self-sufficiency for youth as an area that needs attention. Probation currently is not required to track 8A measures, but has opted to include AB12 youth in their focus for Placement Stability in order to improve youth's transition into adulthood.

Based on the analysis gathered through the data collected on these measures and through intensive discussions via stakeholder meetings, Peer Review and Community Forums during the CFSR process, San Luis Obispo County has been able to clearly identify focus outcomes in the upcoming SIP. The following outcomes will be addressed in the next five year SIP by Child Welfare Services, Juvenile Probation, and OCAP providers:

- CWS--S1.1 No Recurrence of Maltreatment
- CWS--C1.4 Re-entry following Reunification
- CWS--8A Children Transitioning to Self-Sufficient Adulthood
- CWS--C4.1 Placement Stability
- Probation--4B – Least Restrictive (Entries First Placement: Group Home)

FOCUS AREAS FOR STRENGTHS, IMPROVEMENT AND SERVICE GAPS/NEEDS

The following trends were identified based on the county's internal analysis, Peer Review, Community Forum, and online survey. This overall assessment is organized by the CFSR focus areas; No Recurrence of Maltreatment, Reentry following Reunification, Placement Stability, and Children Transitioning to Self-Sufficient Adulthood. .

Each focus area is broken down by system strengths, areas needing improvement, and future strategies. San Luis Obispo County continues to develop, improve and expand current systems and policies in place as well as implement new strategies in order to meet the state standards in all outcome measures. By implementing and improving these focus areas of greatest need of improvement, San Luis Obispo County hopes to improve not only the outcomes that will be addressed in the SIP, but all measures in order to meet the needs of children, youth and families in San Luis Obispo County.

NO RECURRENCE OF MALTREATMENT

Even though No Recurrence of Maltreatment was focused on the last SIP, CWS has yet to reach the Federal Standard of 94.6%. Since, the last SIP several internal and external resources have been introduced that have not been fully utilized by CWS staff, such as Safety Organized Practice (SOP) and Health Navigators. One of the strategies for improvement to support this outcome will be to implement SOP Child and Family Team Meetings (SOP CFTM). SOP CFTMs will be used throughout the continuum of care to assist the family with resources and services necessary to reach stability. CWS will continue to collaborate with Behavioral Health and local Family Violence shelters to identify gaps in resource and improve coordination of services. This will improve our response to the top three contributing factors of child maltreatment, which are substance abuse, mental health, and domestic violence.

System Strengths	Areas Needing Improvement	Future Strategies
<ul style="list-style-type: none"> • Early mental health assessments and interventions are occurring due to strong implementation of Katie A • Increased mandated reporter trainings that are held monthly at the DSS office has increased community awareness of child abuse and has led to a likely increase in the amount of referrals • The clarity that SOP provides to identify key issues, strengthens the front end decision-making and planning • Development of CSEC protocol • Newly created Quality Assurance Unit conducts referral and case reviews to identify trends in strengths in practice and areas needing improvement which guide staff training needs • Child Welfare Services offices established across 5 regions to improve access for county residents • Ongoing Intake/ER monthly meetings to discuss trends, needs, and training 	<ul style="list-style-type: none"> • Need for consistency when using SOP tools and resources • Increase support for families through the use of Community Service Aides, Parent Advocates, and Youth/Peer Mentors • Need for Drug and Alcohol services including detoxification, residential treatment programs, and additional sober living homes • Engagement of father in services and reunification • Aftercare services • Increase cross-training to build consistency in service delivery • Increase Trauma-Informed training 	<ul style="list-style-type: none"> • Increase collaboration with Behavioral Health to expand inpatient treatment facilities and detoxification centers in the county for substance abuse • Provide SDM 3.0 Training • Implement Safety Organized Practice Child and Family Team Meetings (SOP CFTM) system of care to improve on service delivery and reduce recurrence of maltreatment • Strengthen and expand prevention/early intervention collaborations through cross-training (i.e. SOP, Trauma-Informed, CSEC, etc) • Collaborate with family resource centers to add youth services.

REENTRY FOLLOWING REUNIFICATION

Reducing rates of Reentry after Reunification and increasing Placing Stability were identified as areas to focus on for the upcoming System Improvement Plan (specifically measures C1.4 Re-entry following Reunification and C4.1 Placement Stability). CWS's rate of Reentry after Reunification has decreased from 19.8% in December 2012 to 15.4% in March 2014. With the implementation of SOP CFTMs, progressive visitation practices, and formalizing the aftercare processes and practice, San Luis Obispo County plans to continue reducing the rate of Reentry following Reunification to meet the federal standard of 9.9%. San Luis Obispo County recently offered a SOP Facilitation Training to local Family Team Meeting facilitators, which included SAFE, Katie A, Wraparound, and TDM facilitators/supervisors. The goal is to add consistency to the Family Team Meeting structure and have a universal language (SOP) throughout the different meetings to improve services and supports to families as they transition from CWS to aftercare.

System Strengths

- Case plans and court reports are increasingly written with Safety Organized Practice (SOP) influenced language
- Newly created Quality Assurance Unit conducts referral and case reviews to identify trends in strengths in practice and areas needing improvement which guide staff training needs
- Child Welfare Services offices established across 5 regions to improve access for county residents
- Consistency in the use of TDMs
- Strong collaboration with Behavioral Health with the implementation and continued use of Katie A
- Early and frequent visitation by Social Workers
- Wraparound child and family team practice
- Use of CALM homes for short-term intensive treatment foster homes
- Use of My Life Meetings
- Family Treatment Court

Areas Needing Improvement

- Need improvement for warm hand-off between case transfers from one Social Worker to another
- Lack of shelter care resources
- SOP needs to be consistently applied to case planning and engagement
- Need for more resources and services in rural areas
- Need for more resources to prevent drug relapses
- Need to improve access to Family Treatment Court
- Limited number of Wraparound slots
- Lack of Youth Advocates and Parent Partners
- SAFE Meetings need to incorporate Aftercare plans

Future Strategies

- Provide SDM 3.0 Training
- Implement Safety Organized Practice Child and Family Team Meetings (SOP CFTM) system of care to improve on service delivery and reduce reoccurrence of maltreatment
- Create a Family Treatment Court Alumni Association
- Add Family Team Meetings to address Aftercare
- Utilize the Quality Assurance case reviews to identify barriers to reunification and reentry into foster care
- Probation will implement progressive visitation while the youth is in placement
- Probation utilization of Multi-Disciplinary Team Meetings prior to reunification
- Probation utilization of Drug and Alcohol and Mental Health local resources in Aftercare planning

PLACEMENT STABILITY

The CFSR Team and community stakeholders have identified Placement Stability to be an area that requires attention and will be included in the upcoming System Improvement Plan (SIP). Since the last SIP, San Luis Obispo County has implemented the Resource Family Approval (RFA) program. This program has elevated the standard of care for foster children in San Luis Obispo County and has set an equitable standard of evaluating foster homes, whether they are relatives or county licensed foster homes. Due to the more stringent caregiver application process, some relative caregivers have opted out or have been screened out as potential Resource Family Homes. Currently, CWS has formed a Recruitment Workgroup to address this issue. The Recruitment Workgroup consists of Social Workers, Social Worker Supervisors and Management. The goal of this workgroup is to strategize on how CWS can attempt to increase the number of RFA homes that are available in San Luis Obispo County. Several strategies have been developed, such as commercials and billboard advertisements. Most recently, a mass mailing of recruitment cards were sent out in July 2015 that has since generated approximately 9

RFA families who have contacted Department of Social Services for more information on how to be a foster home.

Probation has also chosen a placement stability measure, more specifically measure 4B Least Restrictive Placement (Point in Time) to be their focus area. Recent trends indicate Probation youth in placement are going down. San Luis Obispo County Probation has increased the use of intensive home based interventions, such as Wraparound services, that are likely impacting this trend. Probation has also seen an increase in Group Home placements, and the percentage of relative placements going down. Probation will continue to assess and analyze the impact of the recent implementation of the RFA program in San Luis Obispo County move away from Group homes and to increase relative/NRFM placement.

System Strengths	Areas Needing Improvement	Future Strategies
<ul style="list-style-type: none"> • Newly created Quality Assurance Unit conducts referral and case reviews to identify trends in strengths in practice and areas needing improvement which guide staff training needs • Child Welfare Services offices established across 5 regions to improve access for county residents • Implementation of RFA program • Consistency in use of TDMs • Wraparound, FTC, SAFE, and Katie A Collaborations • Family Finding Efforts • Implementation of Recruitment Workgroup • Implementation of Foster Support Unit • Collaboration between local FFAs • Recruitment Outreach • DSSNet intranet provides electronic resources and processes, provides powerful tracking tools like Child Location Form, Mental Health Assessments and Dangerous Propensity • Positive relationships between Probation Office and youth • Postive relationship between CWS and Probation 	<ul style="list-style-type: none"> • Need to continue efforts to improve Resource Family retention and increase recruitment • Adequate amount of shelter foster homes for short-term placements • Youth Peer Mentor programs and substance abuse and mental health services • Expand use of In-Home Parenting resources for Probation families • Placement options • Supporting Father Involvement • Increasing sibling contact • Increase trial home visits • Intergrate SOP into court reports and case plans • Timely use of SDM Risk Reassessment • Consistency in use of available reports to identify trends upfront 	<ul style="list-style-type: none"> • Expand the use of Life Team meetings. • Probation to implement the use of Life Team meetings • Probation will utilized SAFE, Wraparound, or other local networks to increase support for youth and families. • CWS will improve upon PRIDE training • Increase recruitment and retention efforts • Increase services and supports for Resource Families • Increase collaboration and coordination between Child Welfare and Juvenile Probation • Expand Family Finding efforts

CHILDREN TRANSITION TO SELF-SUFFICIENT ADULTHOOD

CWS and Probation are both interested in improving services and resources to assist youth transition into self-sufficient adulthood. Probation addressed this area during the Peer Review and CWS has identified measure 8A: Children Transitioning to Self-Sufficient Adulthood as a focus area for the upcoming SIP. Youth representation in the Community Forums was strong and the message was consistent among the different regions. Youth stated they wanted access to resources and services that would strengthen their path to Adulthood. They specifically asked for youth Peer mentors, access to employment opportunities, and a path for higher education or vocational training. Since the county's last SIP, several new programs have been implemented to assist youth in transitioning to adulthood, such as the Transitional Aged Youth Financial Assistance Program (TAY-FAP) to help youth enroll in a college or vocational programs. CWS has partnered with a local provider Choice Educational Services to provide college counseling services. Most recently, the Independent Living Program (ILP) is now contracted by Family Care Network, INC (FCNI). ILP has recently refined the Life Team Meetings (LTM) process to better serve CWS youth and prepare them for the transition to adulthood. ILP will start working with Probation to strengthen the LTMs for Probation Youth.

In addition, the local CSEC Collaborative will be providing an interagency Youth conference focusing on Prevention in 2016. The CSEC Collaborative will also be assessing gaps in youth supports and services and working with community partners to meet the needs for youth in San Luis Obispo County.

System Strengths	Areas Needing Improvement	Future Strategies
<ul style="list-style-type: none"> • Placement with relatives/NREFM is better than average. • Options for Recovery Foster Care Program provides specialized placement for medically fragile babies • Child Welfare Services offices established across 5 regions to improve access for county residents • Implementation of Family Reunification support group for parents in FTC • New Foster Youth Enrichment Program (FYEP) coordinates monthly group outings for foster youth • Implementation of the Foster Support Unit • Transitioned Aged Youth Financial Assistant Program (TAY-FAP) • Timely Adoptions 	<ul style="list-style-type: none"> • Create protocols for aftercare and continuity of treatment following reunification • Continue efforts to place siblings together. • Increase placement options and services in North and South County. • Increase Probation staff training around family finding to increase relative placements • Provide additional training on time frames and conditions for reunification to Social Workers • Additional training for both CWS and Probation on Progressive Visitation • Improve collaborations to develop an efficient Multi-Disciplinary response to serve Resource Families 	<ul style="list-style-type: none"> • Address the need for more specialized services in North and South County. • Increase recruitment efforts to increase placements, including relatives/NREFMs and licensed foster homes, in North and South County. • Increase foster homes that can meet specialized needs of children, including teenagers with behavioral/emotional problems and children with special needs.

COMMUNITY COLLABORATION

Child Welfare Services, Probation and their community partners have established a strong foundation for collaboration; however, as identified in both the Peer Review and Community Forums, there is a need to improve coordination between agencies to better serve, children, youth and families. For example, once services are completed by Child Welfare Services and/or Probation, an aftercare plan meeting is needed to ensure the family has continued support and services to prevent No Recurrence of Maltreatment and Reentry after Reunification from foster care. Preventing child abuse will require improving connections between existing service providers as well as families. Additionally, due to the economic downturn, there is a greater need for services such as food, childcare, transportation, etc that can be provided by collaborating between agencies. Furthermore, a strong connection between CAPSLO’s Family Direct Services Program will further assist to expand the network of services and connections to create a stronger, more resilient community as well as establish an interagency Family Preservation Program.

System Strengths	Areas Needing Improvement	Furture Strategies
<ul style="list-style-type: none"> •Highly involved and collaborative community partner and organizations, such as CASA and Family Care Network, Inc. •Referrals to Martha’s Place ensures comprehensive assessments for children 0-5 years of age •Parent Partner is strong and effective in engaging with parents •Strong ILP program •Mentor program that connects new resource families with seasoned foster parents 	<ul style="list-style-type: none"> •Support Probation’s move to incorporate Team Decision-Making Meetings into Probation placement process •Improve engagement of fathers, especially as a resource in Family Reunification (FR) •Need for cross-training between Child Welfare Services and Juvenile Probation to increase awareness of programs, perspectives, and practices •Identify ways to improve Social Worker retention 	<ul style="list-style-type: none"> •Due to a significant and growing population of Spanish-speaking residents and child welfare clients, there is a need for more Spanish-language programs, services, and vendors, as well as an urgent need for bilingual Child Welfare Social Workers •Lack of resources and services for teen parents on probation •Need an increased number of Parent Partners to engage parents, especially during initial FR process •Types and availability of Drug & Alcohol Services and Mental Health Services are limited and have wait lists •Probation may consider youth peer groups with youth as mentors •More options for in-home parenting education is need

IN CONCLUSION

San Luis Obispo County has a wealth of resources and services; however the lack of coordination and collaboration between agencies creates barriers to streamline case plans and services for the betterment of children, youth and families. Through the course of the CFSR process, the stakeholder’s

response was consistent that CWS and Probation need to continue to improve and streamline services for youth, increase services to address substance abuse and mental health, and homelessness. As San Luis Obispo County moves towards the new System Improvement Plan, the areas of focus will be address and strategies will be implemented in order to not only meet outcome measures, but to also fulfill our commitment to the children and families of San Luis Obispo County.

More specifically the following areas will be address in the upcoming SIP:

- A need for increased Aftercare and youth services
- A need for increased services for substance abuse and mental health
- A need for improved communication and collaboration between CWS, Probation and Community Partners
- A need for staff training to keep up with emerging trends
- A need for placement resources, particularly for teens
- A need for greater support and training for placement resources

We appreciate the opportunity to analyze, obtain feedback from stakeholders, youth, staff, etc. and look forward to putting the SIP strategies in place.

Glossary

Aggression Replacement Training (ART): An evidence-based cognitive behavioral intervention program to help children and adolescents improve social skill competence and moral reasoning, better manage anger, and reduce aggressive behavior. Probation staff was trained in facilitating this program through funding from the Juvenile Accountability Block Grant. They now facilitate the program for juvenile offenders at juvenile hall and in the community.

Aspiranet: a non-profit Foster Family Agency serving children and families in California. Aspiranet's statewide network of innovative services connects community members through dedicated programs that touch the lives of children, parents, adults and seniors. Their 35 core family support programs offer a unique range of services based on supporting strengths and promoting success in individuals and families.

Assembly Bill 429: Provides Welfare to Work activities and supportive services to parents who are involved with both the Child Welfare Services Family Reunification and CalWORKs programs.

Assembly Bill 490: Provides educational rights and stability for foster youth. It ensures foster youth have access to the same opportunities to meet academic achievement standards to which all students are held, maintain stable school placements, be placed in the least restrictive educational placement and have access to the same academic resources, services and extracurricular and enrichment activities as all other children.

Assembly Bill 938: Requires Social Workers and Probation Officers to exercise due diligence to identify and engage relatives and to provide notice to those relatives when a child is removed from their home.

Beginnings of San Luis Obispo County: Beginnings' mission is to create a local culture that supports women in their efforts to abstain from alcohol, tobacco or other harmful substances during pregnancy.

California Youth Connection (CYC): CYC is guided, focused and driven by current and former foster youth with the assistance of other committed community members. It promotes the participation of foster youth in policy development and legislative change to improve the foster care system, and strives to improve social work practice and child welfare policy.

Central Coast LINK: The LINK is a non-profit organization that links community members with services, support, and partnerships in order to become healthy, productive and thriving. Founded in 1998 as a project of the Atascadero Youth Task Force, the LINK has become a full service Family Resource Center and a leading provider of Family Advocates in six school districts in San Luis Obispo County.

Child Abuse Prevention, Intervention, and Treatment (CAPIT): The CAPIT program is intended to encourage child abuse and neglect prevention and intervention programs by the funding of agencies addressing needs of children at high risk of abuse or neglect and their families.

Child Welfare Services/Case Management System (CWS/CMS): A statewide computer system to automate the case management, services planning, and information gathering functions of child welfare services.

Children’s Services Network: A community collaborative comprised of the directors of public agencies and key community leaders involved in health, welfare, and educational services to children, youth, and families.

Children’s Trust Fund (CTF): The purpose of the CTF is to fund child abuse prevention coordinating councils, along with child abuse and neglect prevention and intervention programs operated by private nonprofit organizations or public institutions of higher education, with recognized expertise in fields related to child welfare.

Commercial Sexual Exploitation of Children (CSEC): The CSEC Collaborative Response Team of SLO County is taking a victim centered approach to ensure that youth who are sexually exploited get the support and services they need. A child or youth should be engaged within 2 hours from the point of identification through the first 72 hours, with the goal of stabilization. In alliance with the above recommendation, Department of Social Services will assign an Immediate Response to allegations of exploitation.

Community Action Partnership of San Luis Obispo County (CAPSLO): San Luis Obispo County’s community action agency which provides a variety of comprehensive community-based programs. CAPSLO is a private, nonprofit, Public Benefit Corporation, providing an umbrella of direct safety net and family development services.

Community-Based Child Abuse Prevention (CBCAP): The CBCAP program was established to support community-based efforts to develop, operate, expand, and enhance network initiatives aimed at the prevention of child abuse and neglect, to support networks of coordinated resources and activities to better strengthen and support families to reduce the likelihood of child abuse and neglect, and to foster an understanding, appreciation, and knowledge of diverse populations in order to be effective in preventing and treating child abuse and neglect.

Concurrent Planning: A legal requirement and a process employed by Child Welfare Services in which the primary goal of family reunification is pursued, while at the same time, an alternative permanency plan is developed for the child. This alternate plan will often include adoption as the major alternative to family reunification. If the family reunification efforts fail, then the alternate plan will already be in place and well on its way to completion. Concurrent planning is intended to reduce the total period of time a child will remain in foster care before being permanently placed with a family.

Court Appointed Special Advocates (CASA): Court appointed volunteers appointed to advocate for the safety and well-being of children in foster care.

Dependency Drug Court: A program for Child Welfare Services families involved in dependency proceedings, whose primary issues are drug and/or alcohol abuse.

Differential Response: An effort to respond to referrals of suspected child abuse and/or neglect with a greater variety of responses and services. Referrals are assigned to one of three paths: Community Response (Path 1) referrals are identified as at low risk for child abuse/neglect and are referred to the Community Action Partnership of San Luis Obispo County for community services. Collaborative Response (Path 2) requires a Child Welfare Services Community Response within 10 days. Mandated reporters and community partners are given the opportunity to collaborate and respond with Social Workers when appropriate on Path 2 referrals. Child Welfare Services Response (Path 3) referrals are designated for an immediate response by a Social Worker within 24 hours.

Family Advocates: Family Advocates assess the needs of children and families and provide parent education, system navigation, and advocacy as part of the services provided through local family resource centers.

Family Care Network Inc (FCNI): A private, non-profit Foster Family Agency that provides programs designed to strengthen and preserve families and individuals.

Family Prevention Services: Voluntary services provided to CalWORKs families. Family Support Services builds on a family's strengths to reduce the risk of future child abuse and maltreatment and help the family achieve self-sufficiency.

Family to Family: An initiative of the Annie E. Casey Foundation, **Family to Family** is a family-centered, neighborhood-based system of foster care stressing permanence for all **children**.

Full Service Partnership: A mental health service program for children ages 0-15 and their families who would benefit from an intensive in-home program designed to address the total needs of the child, including his or her family, who is experiencing significant, emotional, psychological and behavioral problems that are interfering with the child's well being.

Direct Services: A CAPSLO program which provides infant and baby supplies, clothing, and other goods and/or services that will assist in maintaining child safety and family stability.

Head Start and Early Head Start: Comprehensive child development programs which serve children from birth to age 5, pregnant women, and their families. They are child-focused programs and have the overall goal of increasing the school readiness of young children in low-income families.

Health Care Program for Children in Foster Care: A public health nursing program that works with Child Welfare Services and Probation to provide public health nurse expertise to meet the medical, dental, mental and developmental needs of children and youth in foster care.

Independent Living Program (ILP): A program for foster youth providing life skills education, supportive services, advocacy, and community collaboration. It is their mission to provide services to young adults to aid them in developing community and lifelong connections.

Interagency Placement Committee: A multi-agency management team that staffs cases to ensure that the least-restrictive, most family-like setting appropriate to a foster child's need and in proximity to the parent's home is being considered.

Juvenile Drug Court: An evidence-based comprehensive supervision and treatment program for Probation youth based upon the specialty collaborative court model. It is run in collaboration between Probation and Drug and Alcohol Services and is funded through money from the Juvenile Justice Crime Prevention Act (JJCPA).

Kinship Center: A nonprofit agency that creates and supports permanent families for children through adoption, relative care giving or other guardianship. Their commitment is to permanent rather than temporary solutions, as decades of research have shown that children need stable, permanent families in order to thrive. Since 1984, Kinship Center has helped build and strengthen families for thousands of children of all ages: those who can no longer remain safely with their birth parents because of abuse and neglect, those who have been abandoned, and also those who are voluntarily relinquished for adoption

as infants by their birth parents. Kinship Center is headquartered in Salinas, California with facilities and services in eleven Southern California, Central Coast and Northern California counties.

Linkages: A partnership between Child Welfare Services and Participant Services to serve families and puts their needs first. The coordination of services may help heighten a family's opportunity for success and prevent reoccurrence of maltreatment or abuse for children.

Martha's Place: Martha's Place utilizes a comprehensive system of tools and procedures to identify, assess, refer and treat children who have been prenatally exposed to alcohol and other drugs and/or who are exhibiting at-risk behaviors that may interfere with normal development. The goal is to facilitate appropriate interventions to support each child in reaching their full potential, to enter school ready and able to learn, and to be emotionally well-developed. Services for children include: a medical examination, cognitive, psychological, behavioral, emotional and social evaluations, mental health therapy, occupational therapy, sensory integration, family support, parent education and case management.

Options for Recovery: Foster homes that are trained to provide nurturing and safe care for medically fragile infants.

Parent Connection: Parent Connection of San Luis Obispo County offers a variety of services, including: a web-based family resource center with a current list of parenting classes and parenting support services, an information line to help parents find appropriate classes in their area, and a Parent Connection Helpline staffed by Parent Coaches who can answer parenting questions and provide support. Parent Connection's services are designed to make parenting less stressful and more rewarding, while promoting positive parenting techniques and building a family's protective factors.

Parent Resource for Information, Development, Education (PRIDE): Training designed to strengthen the quality of family foster parenting and adoption services by providing a standardized structured framework for recruiting, preparing, and selecting foster parents and adoptive parents.

Participant Services: The division of the San Luis Obispo County Department of Social Services that administers the CalWORKs, Welfare-to-Work, Medi-Cal, CalFresh (Food Stamps), and General Assistance programs.

Partnership for Excellence in Family Support (PEFS): San Luis Obispo County's family resource center network.

Positive Opportunities for Parenting Success: An evidence-based parenting program funded by the Supporting Father Involvement study and administered by CAPSLO to encourage and enhance the father-child relationship and increase the quality of the father's relationship with the mother. Services are provided through weekly parent communication groups led by two Marriage and Family Therapists.

Promoting Safe and Stable Families (PSSF): The primary goals of the PSSF program are to prevent the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption, or by another permanent living arrangement.

Quality Parenting Initiative: A pilot project to strengthen the relationship between Child Welfare Services and all caregivers through recruitment, training and support. The pilot is a collaborative effort

between the California Department of Social Services, Youth Law, and Child Welfare Directors Association.

Resource Family Approval (RFA): Under RFA guidelines all caregivers, including relatives, are approved using a single unified process. This process includes a criminal background check, pre-approval training, a permanency assessment, and health assessments, and home and grounds approval. Pre-approval training consists of 27 hours of training, which is a mix of curriculum designed to help caregivers appropriately parent traumatized children, as well as CPR and first aid training and health screening assessments. Permanency Assessments are completed for all caregivers and are designed to replace the existing adoption home study models. By completing permanency assessments up front, families are ready to move to permanency faster should the family be unsuccessful in reunification efforts.

SafeMeasures: A data reporting service that meets both the day-to-day case management needs Child Welfare Services staff and the reporting needs of administrators. By making current data available to everyone in an agency through interactive reports, SafeMeasures unites staff in their commitment to improving service.

Center for Family Strengthening (CFS) (formerly San Luis Obispo Prevention Council): A private, non-profit, locally based organization whose primary purpose is to prevent child abuse and neglect through education, training, and public awareness.

San Luis Obispo Child Development Center (CDC): A nonprofit community program providing family-centered, therapeutic child development childcare, and individual and family therapy to below-poverty, high-risk families with children 0-5 who reside within San Luis Obispo County. CDC is dedicated to breaking the cycle of child abuse in the community by providing a network of prevention, intervention, and treatment services to protect children and to heal, support and strengthen families.

Senate Bill 2030: Proposed minimum recommended standards for Child Welfare Services caseload sizes.

Services Affirming Family Empowerment (SAFE) System of Care: An integrated, community-based, school-linked resource system for children and families. The purpose of SAFE is to address a broad spectrum of issues related to keeping children safe, healthy, at home, in school and out of trouble.

Safety Organized Practice (SOP): Safety Organized Practice (SOP) is a holistic approach to collaborative teamwork that seeks to build and strengthen partnerships within a family, their informal support network of friends and family, and Child Welfare Services (CWS). SOP utilizes strategies and techniques in line with the belief that a child and his or her family are the central focus and the partnership exists in an effort to find solutions that ensure safety, permanency and well-being for children.

Structured Decision Making (SDM): SDM is a set of evidence-based assessments used by Child Welfare Services. The assessments provide a higher level of consistency and validity in the assessment and decision-making process, as well as a method for targeting limited system resources to families most likely to subsequently abuse or neglect their children.

Structured Decision Making for Substitute Care Providers: A system used by Child Welfare Services consisting of three assessments to identify gaps between the child’s needs and a Substitute Care Provider’s care giving abilities, and to provide the support needed to ensure a stable placement.

Supporting Father Involvement (SFI): Evidence-based services for fathers, children, and families. SFI is committed to the enhancement and strengthening of services to children and families through supporting the involvement of appropriate fathers in their lives.

Talking About Touching (TAT): A researched-based, age-appropriate curriculum, designed by the Committee for Children (www.cfchildren.org), leaders in social and emotional learning. The CFS manages the delivery of TAT presentations for Kindergarten, 2nd grade and Special Needs students in San Luis Obispo County.

Team Decision-Making Meetings: Meetings that include families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.

Therapeutic Behavioral Services (TBS): One-on-one mental health services for youth with serious behavioral challenges in need of effective, short-term intervention. The goal of TBS is to successfully help the youth transition from a high level of care to a less-restrictive setting. TBS services are available to both Child Welfare and Probation youth

Thinking for a Change: An evidence-based, integrated, cognitive behavior change program for Probation youth that includes cognitive restructuring, social skills development, and development of problem solving skills. It is facilitated by a private provider and funded through money allocated for Juvenile Realignment under Senate Bill 81.

Together We Will - Parent Shared Leadership Academy: A 12-week leadership-training program to provide parents and agency leaders with the tools to work together constructively. Parents are empowered to engage in system planning, improve family functioning, and improve systems via the development of integrated, consumer-oriented, and accessible services. This evidence-based program operates in the North and South regions.

Transitional Aged Youth Financial Assistance Program (TAY-FAP): Provides financial support to eligible youth with needs related to enrolling in or maintain enrollment in a college, university or vocation program, that are not covered by financial aid programs, and that enhances their ability to achieve independence and self-sufficiency.

Wrap-Around Services: An evidence-based program to provide services designed to maintain children in the least restrictive placement consistent with safety and protection from abuse and neglect. Wrap-Around services are available to both Child Welfare and Probation youth.

Youth in Action: Provides at-risk youth with a comprehensive, evidence-based curriculum to reduce gang violence and activity through education, awareness, family, and community engagement. It is run by the Probation Department and funded through money from Juvenile Probation Camp Funding (JPCF).

Youth Level of Service-Case Management Inventory: A validated risk assessment tool used to identify criminogenic factors to be targeted in the case plan in order to reduce the likelihood of the youth engaging in further delinquent behavior.

Youth Treatment Program (YTP): An innovative residential treatment program serving youth who cannot cope with their present living situation and need a different living structure to recover and become stable. Placement at YTP allows local youth to remain in their home community and maintain their access to family, schools, and friends and to continue participation in jobs, sports, and extra-curricular activities within their community.

Children's Services Network Membership Roster

Vacant, Latino Outreach Council

Jill Bolster-White, Transitions-Mental Health Association

Lee Collins, Department of Social Services

Dr. James Brescia, County Office of Education

Tracy Schiro, First 5 Commission/Network Coordinator

Lisa Fraser, Center for Family Strengthening

Jeff Hamm, County Health Agency

Ian Parkinson, County Sheriff's Office

Kayla Plourde, Juvenile Justice and Delinquency Prevention Commission

Jim Roberts, Family Care Network

Jim Salio, Probation

Dan Dow, District Attorney's Office

Elizabeth Steinberg, Community Action Partnership of San Luis Obispo County

Marcie Goodale, Network Secretary

OCAP Checklist

	Location in Instruction Manual	Location in CSA (Page #)
1. C-CFSR Signature Sheet		
Cover sheet with signatures from the CWS Director, the Chief Probation Officer, and a representative of the BOS designated public agency to administer CAPIT, CBCAP and PSSF funds	p. 21	p. 2
2. Introduction		
Description of how the county approached the CSA planning process	p. 21	p. 3
Description of the methods used to gather stakeholder feedback	p. 21	pp. 3-5
3. C-CFSR Planning Team & Core Representatives		
List and give description of the C-CFSR planning team	pp. 4, 5, 6, & 22	pp. 3-6
List of core representatives (names and affiliations)	p. 22	pp. 5-6
Required core representative participants or explanation if any of the required representatives were unable to participate	p. 22	p. 6
4. Demographic Profile		
<i>General County Demographics</i>		
Population stratified by age and ethnicity and language spoken	p. 23	pp. 6-8
Median income	p. 23	p. 9
Unemployment data	p. 23	p. 9
Average housing costs	p. 23	pp. 9-10
Homelessness data	p. 23	pp. 8-9
List of federally recognized active tribes in the county or the tribes, and service providers served most frequently	p. 23	p. 8
Analysis addressing the following:		
<ul style="list-style-type: none"> Regional differences including areas of concentrated poverty, residential instability, high unemployment or limited family supports and services 	p. 24	pp. 9-10
<ul style="list-style-type: none"> Changes or trends since the last CSA and potential impact on the delivery and/or availability of services 	p. 24	p. 25

<ul style="list-style-type: none"> Changes or trends since the last CSA and impact on the county's performance around the Outcome Data Measures 	p. 24	p. 25
<i>Child Maltreatment Indicators</i>		
Number of low-birth weight newborns	p. 24	p. 13
Number of children born to teen parents	p. 24	pp. 12-13
Family structure	p. 24	p. 12
Housing costs and availability	p. 24	pp. 9-10, 14
2-1-1 calls: monthly averages by assistance requests (as applicable)	p. 24	p. 14
Substance abuse data	p. 24	pp. 14-15
Mental health data	p. 24	pp. 15-16
Child fatalities and near fatalities	p. 24	p. 12
Children with disabilities (as applicable)	p. 24	pp. 11-12
Rates of law enforcement calls for domestic violence (as applicable)	p. 24	pp. 15-16
Rates of emergency room visits for child victims of avoidable injuries (as applicable)	p. 24	p. 13
Analysis addressing the following:		
<ul style="list-style-type: none"> Geographic, age, racial/ethnic or other trends identifying children at greatest risk of maltreatment 	p. 24	pp. 17-20
<ul style="list-style-type: none"> Changes or trends since the last CSA and potential impact on the delivery and/or availability of services 	p. 24	p. 20
<ul style="list-style-type: none"> Changes or trends since the last CSA and impact on performance around the data Outcome Data Measures 	p. 24	p. 20
<ul style="list-style-type: none"> Impact on the delivery of services for at-risk families 	p. 24	p. 20
<i>Child Welfare and Probation Placement Population</i>		
Number of children with allegations stratified by age and ethnicity	p. 25	pp. 17-19, 22-25
Number of children with substantiated allegations stratified by age and ethnicity (child welfare only)	p. 25	pp. 17-19, 22-25
Number of children with allegations by type (child welfare only):		
<ul style="list-style-type: none"> Sexual Abuse 	p. 25	pp. 20-21
<ul style="list-style-type: none"> Physical Abuse 	p. 25	pp. 20-21

• Severe Neglect	p. 25	pp. 20-21
• General Neglect	p. 25	pp. 20-21
• Exploitation	p. 25	pp. 20-21
• Emotional Abuse	p. 25	pp. 20-21
• Caretaker absence/Incapacity	p. 25	pp. 20-21
• At-risk, sibling abused	p. 25	pp. 20-21
• Substance Abuse, as applicable	p. 25	pp. 20-21
• Domestic Violence, as applicable	p. 25	pp. 20-21
• Mental Health, as applicable	p. 25	pp. 20-21
CWS - Number of children with first entries stratified by age and ethnicity. Probation - number of children entering the probation system with a suitable placement order	p. 25	CWS pp. 18-19 Probation p. 23
Number of children with subsequent entries stratified by age and ethnicity	p. 25	pp. 18-19
CWS - Number of children in care stratified by age and ethnicity. Probation - number of children in the probation system with a suitable placement order	p. 25	CWS p. 18-19 Probation pp. 24-25
Children in care with open cases by service component	p. 25	pp. 20-22
Number of children in care with tribal affiliations/number of ICWA eligible children	p. 25	p. 22
Analysis addressing the following:		
• Changes in allegation rates	p. 25	pp. 21-22
• Types of substantiated allegations over time	p. 26	pp. 21-22
• Changes in trends since the last CSA	p. 26	pp. 21-22
• Ethnic and/or cultural disparities between the population served and the services provided.	p. 26	p. 22
5. Public Agency Characteristics		

<i>Political Jurisdictions</i>		
Description of how relationships with the entities below impact the continuum of care for the county's child welfare system:		
• Board of Supervisors	p. 26	pp. 26, 42
• Federally recognized tribes within the county and other tribes served by the county	p. 26	p. 8
• School districts/Local education agencies	p. 26	p. 36
• Law enforcement agencies	p. 26	p. 36
• Public Health	p. 26	p. 37
<i>County Child Welfare and Probation Infrastructure</i>		
Analysis of Child Welfare and Probation Agency workforce regarding challenges, barriers, and strengths	pp. 26 & 27	CWS pp. 27-30 Probation p. 30-31
Description of the county infrastructure for providing child welfare services for both Child Welfare and Probation Placement Agencies including:		
• Methods for assigning cases	p. 27	pp. 27-30
• Structure or organization of service components/Include information regarding non-case carrying staff and units	p. 27	p. 27-30
• Average staffing caseload size by service component including specialized staff who work with specific populations	p. 27	pp. 27, 30
• Impact of staff turnover and changes in staffing structure on county operations, practice, service delivery, and the Outcome Data Measures	p. 27	pp. 28, 31
• Information related to tracking staff turnover and vacancy rates	p. 27	pp. 28, 31
• Impact of staffing characteristics on data entry into CWS/CMS	p. 27	pp. 28, 31
• Bargaining unit issues	p. 27	p. 26
• How staff is recruited and selected	p. 27	pp. 29, 31
• The types of degrees and certificates held by child welfare workers, probation placement officers, and other professionals responsible for the management of cases and child welfare staff	p. 27	pp. 29, 31

<ul style="list-style-type: none"> Demographic information on current staff, including the number of and types of educational degrees held by child welfare workers and probation placement officers 	p. 27	pp. 29-31
<ul style="list-style-type: none"> Average years of child welfare/probation placement experience or other related experience working with children and families 	p. 27	pp. 29-31
<ul style="list-style-type: none"> Race/Ethnicity: Special attention given to the skill level of staff in relation to the cultural needs of the population served 	p. 28	pp. 29-31
<ul style="list-style-type: none"> Salaries 	p. 28	pp. 28, 30-31
<ul style="list-style-type: none"> Position Types 	p. 28	pp. 28, 30-31
<i>Financial/Material Resources</i>		
Description of additional funding or material resources that support the county and have an impact on services to youth and families and the county's performance in the Outcome Data Measures	p. 28	pp. 31-33
<i>Child Welfare/Probation Operated Services</i>		
Juvenile Hall: Description of the county's Juvenile Hall facility	p. 28	pp. 33-34
County operated shelter(s): Description of how the county provides emergency placements for children entering care	p. 28	p. 34
County Licensing: Description of agency roles and responsibilities for licensing of foster family homes	p. 28	pp. 34-35
County Adoptions: Description of whether the county provides direct adoption services or if services are provided by a CDSS Adoptions District Office or another agency	p. 28	p. 35
<i>Other County Programs</i>		
Description and impact of the relationship of the agencies below to Child Welfare and/or Probation Placement Agencies:		
<ul style="list-style-type: none"> CalWORKS 	p. 28	p. 36
<ul style="list-style-type: none"> Public Health 	p. 29	p. 37
<ul style="list-style-type: none"> Alcohol and Drug Treatment 	p. 29	p. 37
<ul style="list-style-type: none"> Mental Health 	p. 29	p. 37
<ul style="list-style-type: none"> Other 	p. 29	p. 37-38
6. Child Welfare/Probation Placement Initiatives		

Description of the extent to which the county has participated in and/or implemented current federal or state initiatives	p. 29	pp. 39-42
Information regarding participation in state/county waivers, corrective action plans, as well as current applicable lawsuits and settlement agreements, such as the <i>Katie A. v Bonta</i> lawsuit	p. 29	p. 41
Information regarding how the county is contributing to the successful achievement of California's goals for outcomes for children and families	p. 29	pp. 39-42
7. Board of Supervisors (BOS) Designated Commission, Board or Bodies		
Organizational charts or other illustrations of the structure of the Commission, Board or Bodies if they are not identified on the County Government Structure Organizational Chart	p. 29	p. 26
Name of the BOS designated public agency to administer CAPIT and CBCAP	p. 29	pp. 42-43
If the Child Welfare Department is not the public agency designated to administer CAPIT and CBCAP, describe how the public agency designated to administer CAPIT and CBCAP was included in the C-CFSR process (include any barriers or challenges)	p. 29	pp. 42-43
<i>Child Abuse Prevention Council (CAPC):</i>		
<ul style="list-style-type: none"> The name of the commission, board, or council designated by the BOS to carry out this function and the year the designation occurred 	p. 30	p. 42
<ul style="list-style-type: none"> Description of whether the CAPC is incorporated as a nonprofit corporation or is an independent organization within county government 	p. 30	p. 42
<ul style="list-style-type: none"> Description of the CAPC's role in the coordination of the county's prevention and early intervention efforts 	p. 30	p. 42
<i>County Children's Trust Fund Commission (CCTF), Board or Council:</i>		
<ul style="list-style-type: none"> The name of the commission, board, or council designated to carry out this function 	p. 30	p. 43
<ul style="list-style-type: none"> Description of how the county collects information about the programs, services, and/or activities funded with the CCTF and where the county publishes this information 	p. 30	p. 43
<ul style="list-style-type: none"> Indication of whether the county deposits any portion of their CBCAP allocation into the CCTF 	p. 30	p. 43
<i>PSSF Collaborative:</i>		
<ul style="list-style-type: none"> Identification of the PSSF collaborative: Name of the agency, commission, board, or council designated to carry out this function 	p. 30	p. 43
8. Systemic Factors		

<i>Management Information Systems</i>		
Description of the technology used to manage and assess the provision of child welfare services	p. 30	pp. 38-41
<ul style="list-style-type: none"> Barriers in maintaining the systems and how the systems are utilized to measure county performance in the Outcome Data Measures 	p. 30	pp. 38-41
<ul style="list-style-type: none"> Description of how the information gathered from these systems is utilized to evaluate operational activities in the agency 	p. 30	pp. 38-41
<ul style="list-style-type: none"> Assessment of whether the system is underutilized and the barriers to full utilization 	p. 31	pp. 38-41
<i>County Case Review System</i>		
County's strengths and areas needing improvement, including reform efforts or innovative practices in the areas below:		
<ul style="list-style-type: none"> The structure of the county juvenile court, including but not limited to the following: 		
<ul style="list-style-type: none"> ➤ Process for notifying caregivers and tribes of hearings and efforts to ensure caregiver and tribal input is incorporated into decisions or recommendations 	p. 31	pp. 43-46
<ul style="list-style-type: none"> ➤ Process by which the county provides for periodic review of each child's case at least every six months 	p. 31	pp. 43-46
<ul style="list-style-type: none"> ➤ Process by which each child in foster care has a Permanency Hearing within required timeframes 	p. 31	pp. 50, 52
<ul style="list-style-type: none"> ➤ Process by which the county ensures termination of parental rights (TPR) for children who have been in care for 15 of the last 22 months unless a compelling reason indicating why TPR is not in the child's best interest is documented in the case 	p. 31	p. 53
The county's process for case planning including but not limited to the following:		
<ul style="list-style-type: none"> ➤ Coordination between the child welfare agency and the county's mental health services 	p. 31	pp. 56-58
<ul style="list-style-type: none"> ➤ Screening and assessment, particularly for trauma 	p. 31	pp. 56-57
<ul style="list-style-type: none"> ➤ Developing behaviorally based goals and objectives 	p. 31	p. 56
<ul style="list-style-type: none"> ➤ Selecting appropriate services and ensuring trauma-based services are available 	p. 31	pp. 56-57
<ul style="list-style-type: none"> ➤ Planning for visitation 	p. 31	pp. 53-54
<ul style="list-style-type: none"> ➤ Family engagement models such as Team Decision Making (TDM) or Family Group Decision Making (FGDM) 	p. 31	pp. 53-55
<ul style="list-style-type: none"> ➤ Utilization of assessment tools such as Structured Decision Making (SDM), Comprehensive Assessment Tool (CAT), and the Child and Adolescent Needs and Strengths Tool 	p. 32	pp. 53, 56
Making adjustments to the case plan:		
<ul style="list-style-type: none"> ➤ The county's policy for ensuring referrals for services are appropriate and clients' progress is monitored 	p. 32	pp. 56-58

➤ The process and methods of engagement used to facilitate case planning	p. 32	pp. 56-57
➤ The process by which the county informs parents or guardians of rights and responsibilities of participation in case planning	p. 32	p. 53-54, 57
➤ The process by which the county addresses the needs of caregivers in the case plan	p. 32	pp. 56-57
Analysis addresses the following:		
• Barriers and challenges of the Case Review System, including case plan engagement. Include efforts to improve outcomes for children and youth related to the juvenile court system	p. 32	pp. 57-58
• If applicable, the structure and any efforts to support or improve relationships between Child Welfare/Probation Placement Agencies and the Tribal Courts, the county's drug court(s) and the Court Appointed Special Advocates (CASA) program	p. 32	pp. 51
• Efforts/processes in place to support or improve the working relationship between Child Welfare/Probation Placement Agencies and the Juvenile Court	p. 32	pp. 49-50, 63-65
• If applicable, the county's approach to dual jurisdiction youth	p. 32	pp. 49-50
<i>Foster and Adoptive Parent Licensing, Recruitment, and Retention</i>		
Description and analysis of the following:		
• The county's process for maintaining standards for foster family homes, including relatives:	p. 32	p. 58
➤ How the county ensures compliance with requirements for a criminal record clearance	p. 32	p. 59
➤ How the county collaborates with local tribes for the placement of children in tribally approved homes	p. 32	pp. 60-61
➤ How the county implements procedures for the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children	p. 33	pp. 61-62
General licensing, recruitment, and retention processes:		
➤ The process by which the county recruits, trains, and supports resource families/Include any new strategies and initiatives	p. 33	p. 59
➤ Support services and resources available to caregivers in the county	p. 33	p. 59
➤ County's methods used to evaluate the effectiveness of the process	p. 33	p. 59
Placement resources:		
➤ Efforts that the county has made to address the needs of special populations, for which placement resources are limited	p. 33	pp. 59-60
➤ Efforts to ensure diligent recruitment of foster and adoptive families that reflect the ethnic and racial diversity of children in the county /Include the county's successful efforts as well	p. 33	p. 59-60

as any strategies to address barriers		
<i>Staff, Caregiver and Service Provider Training</i>		
Description and analysis of the county’s capacity to provide training to social workers and probation officers, including the following:		
• The completion of the California Common Core training	p. 33	p. 61
• How the county identifies ongoing and/or new training needs to ensure the competency of social workers, placement officers, supervisors, managers and administrators	p. 33	p. 61
• How the skill development of new and experienced staff is measured	p. 33	p. 61
• How staff and other providers are trained to identify and support the treatment of emotional trauma	p. 34	pp. 61-63
• How the county addresses the training and supervision of county staff, foster parents, and other providers with respect to underserved populations	p. 34	pp. 61-63
Description and analysis of the county’s capacity to provide training to service providers and other subcontractors, including those supported by CAPIT, CBCAP or PSSF funds:		
• Description of the trainings available to service providers including the frequency of available trainings	p. 34	p. 63
• The agency representative and/or program responsible for providing technical assistance to service providers	p. 34	p. 63
<i>Agency Collaboration</i>		
Description of how the county consults and coordinates with the following community partners and stakeholders for child welfare and probation placement planning efforts:		
• The collaboration between the Child Welfare and Probation Placement Agencies to deliver foster care services to children and families served	p. 34	pp. 63-65
• Tribes/tribal representative and/or tribal service provider	p. 34	p. 65
• Collaboration between county agencies including: coordinated case planning efforts such as Linkages with CalWORKs, local mental health plans, coordinated services with the county’s law enforcement agencies, and agreements made between county agencies for data sharing or other ways to serve shared populations	p. 34	pp. 63-65
• Community-based organizations including: Family Resource Centers and service providers, Domestic Violence, Substance Abuse, and Mental Health service providers; Regional Centers, Foster Youth Services, Kin-GAP centers, Child Abuse Prevention Councils, First Five Commissions, Former Parent Consumers, and Faith Based Organizations	pp. 34 & 35	pp. 63-65
• Caregivers (Foster, Adoptive, Kin)	p. 35	p. 64

<ul style="list-style-type: none"> Group home providers 	p. 35	p. 64
<ul style="list-style-type: none"> Foster family agencies 	p. 35	p. 64
Description and analysis of the following:		
<ul style="list-style-type: none"> The process used to ensure that the concerns of these stakeholders are taken into account when developing services 	p. 35	pp. 63-65
<ul style="list-style-type: none"> Information gleaned during the CSA assessment process regarding the county's ability to involve stakeholders in planning efforts/Include information on outreach efforts and action plans developed as a result of the assessment process 	p. 35	pp. 63-65
For the Community-Based organizations:		
<ul style="list-style-type: none"> How the county and community, including the prevention, early intervention and treatment community-based partners, work together to reduce child abuse and neglect 	p. 35	p. 64
For tribes/tribal representatives and/or tribal service providers:		
<ul style="list-style-type: none"> Description of the extent to which there is shared involvement in evaluating and reporting progress on the goals for Native American children 	p. 35	p. 65
<i>Service Array</i>		
Describe and analyze the programs and services offered in the county, either directly or through providers, through the entire continuum of services from prevention through aftercare:		
<ul style="list-style-type: none"> Prevention focused services 	p. 36	pp. 65-69
<ul style="list-style-type: none"> Community-based family support services 	p. 36	pp. 65-69
<ul style="list-style-type: none"> Family preservation services aimed at preserving families via reunification, guardianship or adoption 	p. 36	pp. 65-69
<ul style="list-style-type: none"> Reunification services 	p. 36	p. 65
<ul style="list-style-type: none"> Adoption services 	p. 36	pp. 35, 42, 53-55, 164
<ul style="list-style-type: none"> Kinship care services 	p. 36	pp. 53, 61-62, 64, 90, 162
<ul style="list-style-type: none"> Independent living services 	p. 36	pp. 54-55
<ul style="list-style-type: none"> Permanency planning services 	p. 36	pp. 50, 52, 64, 107
<ul style="list-style-type: none"> Programs and services that address the unique characteristics of the populations previously identified in the demographic section to be at greatest risk of maltreatment 	p. 36	pp. 65-69

<ul style="list-style-type: none"> Culturally relevant services available in the county are proportionately available to meet the needs of ethnic and/or minority populations (including, but not limited to, the availability of bilingual social workers and probation officers or services offered which meet the unique needs of a specific ethnic/minority group) 	p. 36	pp. 66, 70
<ul style="list-style-type: none"> Programs that target underserved populations 	p. 36	pp. 65-69
<ul style="list-style-type: none"> Services provided to find a permanent family for children ages 0-5 	p. 36	pp. 65-66
<ul style="list-style-type: none"> Services which address the developmental needs of infants, toddlers, and children 	p. 36	pp. 57-60
<ul style="list-style-type: none"> Services available to children and/or caregivers with physical, mental or other disabilities 	p. 36	pp. 70-71
<ul style="list-style-type: none"> Services available for Native American children and those children qualifying under the Indian Child Welfare Act (ICWA) 	p. 36	p. 72
For the items above, each analysis includes the following information:		
<ul style="list-style-type: none"> The capacity of each program to serve families, children and caregivers/Availability of community-based services for families of probation youth 	p. 37	pp. 67-71
<ul style="list-style-type: none"> Accessibility of services by geographic areas 	p. 37	p. 69
<ul style="list-style-type: none"> Significant gaps in services 	p. 37	p. 69
<ul style="list-style-type: none"> Indication as to whether the program/service is funded by CAPIT, CBCAP, and/or PSSF funds 	p. 37	pp. 69-70
<ul style="list-style-type: none"> Programs with eligibility criteria and/or cost to families that constitutes a barrier to services 	P. 37	p. 69
<ul style="list-style-type: none"> Indication if the program is an evidenced-based, evidenced-informed prevention, early intervention or treatment program 	p. 37	p. 71
<ul style="list-style-type: none"> Description of whether the program or service can be individualized to meet the unique needs of children and families served by the county 	p. 37	pp. 67-71
<ul style="list-style-type: none"> Identify any discontinued services or programs 	p. 37	p. 72
In addition, describe prevention education provided to the public and outreach activities undertaken by the county in order to maximize participation of services for the following populations:		
<ul style="list-style-type: none"> Children and adults with disabilities 	p. 37	pp. 58-59
<ul style="list-style-type: none"> Homeless families, those at-risk of homelessness and unaccompanied homeless youth 	p. 37	p. 66
<ul style="list-style-type: none"> Former adult victims of child abuse and neglect or domestic violence 	p. 37	p. 67
<ul style="list-style-type: none"> Parents 	p. 37	p. 67

<ul style="list-style-type: none"> Racial and ethnic minorities 	p. 37	p. 66
<ul style="list-style-type: none"> Families with young children, 0-5 	p. 37	p. 67
<i>Quality Assurance System</i>		
Description and analysis of the following:		
<ul style="list-style-type: none"> The quality assurance system that Child Welfare and Probation Placement Agencies utilize to evaluate the adequacy and quality of the systems throughout the continuum of care 	p. 38	pp. 72-74
<ul style="list-style-type: none"> The child welfare and probation placement policies for evaluating achievement of the performance measures identified in the county Quarterly Data Reports 	p. 38	pp. 72-74
<ul style="list-style-type: none"> The effectiveness of county policies for monitoring compliance with the ICWA and Multiethnic Placement Act (MEPA) 	p. 38	p. 75
<ul style="list-style-type: none"> The agency's process for ensuring a comprehensive and coordinated screening, assessment and treatment plan to identify children's mental health and trauma needs 	p. 38	p. 75
<ul style="list-style-type: none"> How the agency monitors the appropriate administration of prescription medications, including psychotropic medications, for children in foster care 	p. 38	pp. 75-76
<ul style="list-style-type: none"> The effectiveness of the county's policies for monitoring how a child's physical health and educational needs have been adequately identified and addressed 	p. 38	p. 76
<ul style="list-style-type: none"> The system used to ensure children with special needs and their families receive effective services 	p. 38	pp. 76-77
<ul style="list-style-type: none"> The county's policies and procedures for documenting and monitoring compliance with child and family involvement in the case planning process, including: <ul style="list-style-type: none"> ➤ Concurrent planning in every case receiving reunification services 	p. 38	p. 76
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ➤ Meeting TPR timelines and documentation of compelling reasons as to why timelines were not met (may not be applicable to probation) 	p. 38	p. 77
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ➤ Development of a Transitional Independent Living Plan for each child age 16 or over 	p. 38	p. 74
<ul style="list-style-type: none"> How the county addresses the needs of infants, toddlers, children and youth (i.e., priorities for safety assessments, service delivery for reunification, and standards regarding the foster parent-to-child ratio) 	p. 38	p. 77-78
<ul style="list-style-type: none"> The process the county uses to capture participation and evaluation data for programs supported with CAPIT/CBCAP/PSSF funds. Describe how the service provider reports this information to the county 	p. 38	pp. 72-74
<ul style="list-style-type: none"> How the county monitors the provision and quality of services funded by CAPIT/CBCAP/PSSF 	p. 38	pp. 72-74
<ul style="list-style-type: none"> The corrective action process the county utilizes to ensure that service providers or subcontractors are held accountable, 	P. 38	p. 73

including service providers receiving CAPIT/CBCAP/PSSF funds		
<ul style="list-style-type: none"> The county’s process for ensuring that service providers are expending CAPIT/CBCAP/PSSF funds on allowable services and populations 	p. 38	p. 73
<ul style="list-style-type: none"> The county’s process to ensure service providers are properly tracking participation rates for separate funding sources 	p. 39	p. 73
9. Critical Incident Review Process		
When applicable, a description of the process by which the county reviews and responds to critical incidents such as fatalities and near fatalities:		
<ul style="list-style-type: none"> Process for review of child deaths determined to be the result of abuse and/or neglect in which the child/family was known to receive CWS services 	p. 39	p. 78
<ul style="list-style-type: none"> Process for annually reconciling the county agency’s child death information with data from other entities 	p. 39	p. 78
<ul style="list-style-type: none"> Process by which the county participates in meetings of local Child Death Review Teams (CDRTs) 	p. 39	p. 78
10. National Resource Center (NRC) Training and Technical Assistance (T/TA)		
<ul style="list-style-type: none"> Description of the technical assistance that the county anticipates requesting from the NRC, Western Pacific Implementation Center, and Quality Improvement Centers 	p. 39	p. 78
<ul style="list-style-type: none"> When applicable, describe the T/TA the county is receiving from any NRC 	p. 39	p. 78
11. Peer Review Results		
Description of the process taken to conduct the Peer Review. The county should include how the information will be used to improve the child welfare system and/or outcomes for children and families.		
<ul style="list-style-type: none"> Description of the focus area and the county’s performance prior to the Peer Review 	p. 40	pp. 78-80
<ul style="list-style-type: none"> Description of the method for carrying out the process 	p. 40	pp. 79-80
Woven throughout the report, with respect to the specific focus area chosen, the county’s:		
<ul style="list-style-type: none"> ➤ Promising Practice(s) 	p. 40	pp. 80-86
<ul style="list-style-type: none"> ➤ Barriers and Challenges 	p. 40	pp. 80-86
<ul style="list-style-type: none"> ➤ Recommendations for Improvement 	p. 40	pp. 80-86
<ul style="list-style-type: none"> ➤ Promising practices identified from Peer Counties in the Peer sharing process 	p. 40	pp. 80-86
12. Outcome Data Measures		
Comprehensive discussion of the county’s current performance to assess factors contributing to successes as well as improvements needed		

A complete analysis includes:		
<ul style="list-style-type: none"> • A discussion of each Outcome Data Measure listed in Appendix 3 	p. 40	pp. 88-146
<ul style="list-style-type: none"> • An assessment of the performance of each Outcome Data Measure using the Quarterly Data Report selected for the CSA baseline 	p. 40	pp. 88-146
<ul style="list-style-type: none"> • Description of children in each measure to determine differences between current and desired performance 	p. 40	pp. 88-146
<ul style="list-style-type: none"> • Explanation of data by relevant indicators such as age group, ethnicity, placement type, demographic identifiers, and/or other indicators, including regional analysis 	p. 40	pp. 88-146
<ul style="list-style-type: none"> • Use of the Quarterly Data Report as described in Chapter 1, which also highlights any changes or trends since the previous submission of the CSA 	p. 40	pp. 88-146
<ul style="list-style-type: none"> • For any data or graphs used to support the discussion, a description of the information, citation of data sources and inclusion of an explanation of the relevance of the information 	p. 40	pp. 88-146
Provide citation information for all of the data sources included in the C-CFSR reports	p. 40	pp. 88-146
Summarize the most significant results for each Outcome Data Measure/Summary includes information gleaned from both data review and stakeholder feedback	p. 41	pp. 88-146
The following questions are considered for each Outcome Data Measure:	p. 41	pp. 88-146
<ul style="list-style-type: none"> • What data anomalies or data entry issues might affect the measure? 	p. 41	pp. 88-146
<ul style="list-style-type: none"> • How has performance changed over time, or what factors may have led to stagnant performance? 	p. 41	pp. 88-146
<ul style="list-style-type: none"> • What external factors might have affected performance? 	p. 41	pp. 88-146
<ul style="list-style-type: none"> • What specific policies or practices have impacted performance? 	p. 41	pp. 88-146
<ul style="list-style-type: none"> • What other Outcome Data Measure might impact this measure? 	p. 41	pp. 88-146
<ul style="list-style-type: none"> • Are there significant differences between racial, geographic, or ethnic groups in the measure? 	p. 42	pp. 88-146
<ul style="list-style-type: none"> • What factors contribute to any disproportionate representation of cultural or ethnic groups in the Outcome Data Measure in comparison to the general population? 	p. 42	pp. 88-146
<ul style="list-style-type: none"> • What services funded by CAPIT/CBCAP/PSSF have impacted the county's performance and how? 	p. 42	pp. 88-146
<ul style="list-style-type: none"> • How have strategies from the county's five-year SIP impacted the Outcome Data Measure? 	p. 42	pp. 88-146
13. Summary of Findings		

Description of overarching themes discovered during the assessment that includes:		
• Populations at greatest risk of maltreatment	p. 42	pp. 151
• County strengths	p. 42	pp. 154-158
• Areas needing improvement	p. 42	pp. 154-158
• Service array gaps and needs	p. 42	pp. 153
• Summary of Outcome Data Measures and relevant data trends	p. 42	pp. 153-158
• Summary of the effect of systemic factors on Outcome Data Measures and service delivery	p. 42	pp. 147-150
• Summary of progress, challenges and lessons learned from the previous SIP	p. 42	pp. 151-153
• Examples to explain themes and justify conclusions	p. 42	pp. 151-153
• Inclusion of examples to explain themes and justify conclusions drawn	p. 42	pp. 151-153
• Briefly describe the initial strategies and/or next steps the county will take in the C-CFSR cycle as they move toward development of the SIP	p. 42	pp. 151-159