

**California
Child and Family Services Review
2011 County Self-Assessment**



San Luis Obispo County

June 2011

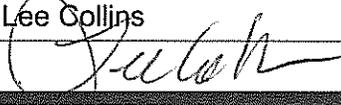
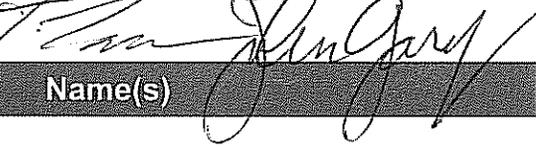
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Cover Sheet

California's Child and Family Services Review County Self-Assessment Cover Sheet	
County:	San Luis Obispo
Responsible County Child Welfare Agency:	San Luis Obispo County Department of Social Services
Period of Assessment:	6/30/2007-6/30/2010
Period of Outcome Data:	2010 quarter 2 data report
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Submitted by each agency for the children under its care		
Submitted by:	County Child Welfare Agency Director (Lead Agency)	
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Signature:		
Submitted by:	County Chief Probation Officer	
Name:	Jim Salio	
Signature:		
In Collaboration with:		
County & Community Partners	Name(s)	Signature
Board of Supervisors Designated Public Agency to Administer CAPIT/CBCAP/PSSF Funds	Reva Gonzales, Children's Services Network	
County Child Abuse Prevention Council	Lisa Fraser	
Parent Representatives	Joann Garibay Tom Tacker	
As Applicable ¹	Name(s)	
California Youth Connection	Lex Sotelo	
County Adoption Agency (or CDSS Adoptions District Office)	Christopher Monza for Department of Social Services	
Local Tribes	N/A	
Local Education Agency	N/A	
Board of Supervisors (BOS) Approval		
BOS Approval Date:	JUL 12 2011	
Name:	ADAM HILL <small>Chairman, Board of Supervisors, County # San Luis Obispo, State of California</small>	
Signature:	ADAM HILL	

Name and affiliation of additional participants are on a separate page with an indication as to which participants are representing the required core representatives.

¹ As applicable, provide the name of a representative from each of these entities as pertinent to relevant outcomes (the adoption composite would include a representative that was engaged in that portion of the CSA, likewise, IEP measure (5A), IWCA (4E), etc. No signature is required.

ATTEST:

Introduction

San Luis Obispo County began its third three-year County Self-Assessment process in November 2010, after completion of the Peer Quality Case Review process. A County Self-Assessment Advisory Group was formed comprising of representatives from Child Welfare Services, Juvenile Probation Services, Children's Services Network, San Luis Obispo Child Abuse Prevention Council (SLO-CAP), Mental Health, Family Care Network, California Youth Connection and parent representatives. The Children's Services Program Manager and SLO-CAP 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.

After reviewing all of the outcome measures, the Advisory Group decided to focus on three areas in greatest need of improvement. Child Welfare Services chose measures S1.1 No Recurrence of Maltreatment and C4.3 Placement Stability. Juvenile Probation selected C1.1 Reunification within 12 Months. The Advisory Group then developed 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?
3. What barriers exist within San Luis Obispo County that prevent 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 do you think affect how quickly a youth placed in out-of-home care (group home or foster care) by Juvenile Probation reunifies with their family?
 - a. What helps youth stay in contact with their family while in out-of-home care?
7. What services help with reunification?
 - a. What services help the youth?
 - b. What services help the family?
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 and how do we develop them?

Placement Stability

9. How can Child Welfare Services partner with the community to increase the placement of children with family and friends?
 - a. How can we better support these placements?
10. How can we make positive, long-lasting connections (such as family, friends, school, community) for foster youth ages 11-18?
 - a. How do we help youth maintain the connections they already have?
11. What type of support do foster youth ages 11-18 need to maintain a successful, stable placement?
 - a. What type of support do caregivers of foster youth ages 11-18 need to maintain a successful, stable placement?

Collaboration

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

The County Self-Assessment Advisory Group sought input from the community through three community forums held regionally throughout the county. In addition, an evening forum was offered in San Luis Obispo to accommodate working parents and students. Over 275 invitations were sent out to community partners, staff, foster youth and parents and 99 people participated in the forums. Betty Hanna, 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 brainstorm responses in small groups. Additionally, the questions were available 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. 14 people responded to the survey. The responses from both the forums and the surveys have been incorporated into this report, and will be used when the County develops its System Improvement Plan.

Acknowledgements

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

- Belinda Benassi, Department of Social Services Program Manager
- Tom Milder, Juvenile Probation Services, Placement Supervisor
- Reva Gonzales, Children's Services Network Program Manager
- Christopher Monza, Department of Social Services Program Manager
- Kat Lauterback, Department of Social Services Program Manager
- Lisa Fraser, San Luis Obispo Child Abuse Prevention Council
- Laurie Morgan, Mental Health
- Elise Roberts, Department of Social Services Regional Manager
- Betty Hanna, California Consulting
- Carolina Garcia, Department of Social Services Staff Development
- Diana Horn, Department of Social Services Staff Development
- Lynn Juel, Department of Social Services Staff Development
- Jannine Lambert, Department of Social Services Staff Development
- Sandra Pendell, Department of Social Services Staff Development
- Jill Powers, Department of Social Services Staff Development
- Kathryn Cooper, Probation Department
- Joann Garibay, Parent
- Connie Plata, CAPSLO Family Advocate
- Lacey Puckett, California Youth Connection

- Dawn Qualey, Family Care Network
- Tom Quintana, Youth Treatment Program
- Lex Sotelo, California Youth Connection
- Tom Tacker, Parent

Many members of this group will also serve on the System Improvement Plan planning committee, which also acts as the Promoting Safe and Stable Families (PSSF) Collaborative.

Demographic Profile

Demographics of the General Population

San Luis Obispo County is a semi-rural county located halfway between San Francisco and Los Angeles. The county has three distinct regions, each with its own unique characteristics and service areas. North County has historically been a rural, agrarian community, although it is currently the fastest growing region of the county, 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. Both Probation and the Department of Social Services have offices in all regions. However, certain services and providers, such as Juvenile Court, remain centrally located, often creating service barriers and logistical problems for families and workers.

San Luis Obispo County Cities and Unincorporated Areas by Region

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

San Luis Obispo residents ranked number one in the United States in overall emotional health in 2008. In 2010, the city of San Luis Obispo was mentioned in Dan Buettner's book "Thrive" as one of the happiest places on earth, and was subsequently featured on the Oprah Winfrey Show. Buettner argues that local support for the arts, active and healthy lifestyles of locals, open spaces, and a ban of drive-through restaurants all contribute towards the emotional well-being of San Luis Obispo residents. However, residents of both the city and the county face challenges and barriers. 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 has increased over the past few years as families struggle with the stressors brought on by the economic downturn. These issues were mentioned frequently during the community forums.

The County education system also faces challenges. Students are enrolled in ten school districts, the San Luis Obispo County Office of Education, and two charter schools. Reflecting the general population, the student population is less ethnically diverse than the state as a whole. 27% of students receive free and reduced meals, considerably lower than both the state average of 52% and the number of children in the county who are actually eligible to receive a

free or reduced meal (41.8%). While the county drop-out rate of 11.1% is also lower than the state average of 18.9%, it is still of great concern to educators. According to the San Luis Obispo County Schools Annual Education Report 2010, school enrollment in the county has been in decline since 2002. This is attributable to declining birth rates, high housing costs which make it difficult for young families to live in the county, and the greater number of older households without school age children. 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 the lack of resources on families and children.

Required Elements

Required Elements	Source	County	State
County Population	US Census Bureau 2009 Estimate	266,971	36,961,664
Active tribes in the County	National Conf. of State Legislatures	0	115
Children attending school	CA Dept of Education, 2009-2010	36,619	6,190,425
North Region		15,015	
Central Region		8,905	
South Region		10,699	
Children attending special education classes	CA Dept of Education, 2009-2010	3,576	629,930
North Region		1,304	
Central Region		1,150	
South Region		1,122	
Children born to teen parents	County Public Health Department and State Dept of Health Services, 2010	203	
North Region		115	
Central Region		33	
South Region		55	
Children leaving school prior to graduation	CA Dept of Education, 2009-2010	391	114,916
North Region		173	
Central Region		135	
South Region		83	
Children on child care waiting lists	Child Care Resource Connection, 2011	641	
North Region		256	
Central Region		211	
South Region		169	
Children in subsidized school lunch programs	CA Dept of Education, 2009-2010	14,296	3,434,256
North Region		5,861	
Central Region		3,269	
South Region		5,166	
Children receiving age-appropriate immunizations	Public Health Bulletin Spring 2011	3,009	489,082
Babies born with low birth weight	CA Dept of Public Health, 2007-2009	166	
Families receiving Public Assistance (CalWORKs)	DSS Caseload Analysis for 2009-2010 Fiscal Year (average numbers)	2468	
North Region		1,265	
Central Region		370	
South Region		783	
Families living below poverty level	US Census Bureau, 2000	3,985	

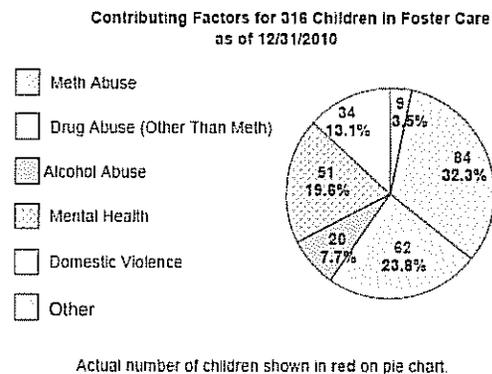
Suggested Elements	Source	County	State
Persons under 65 years with no health insurance	US Census Bureau, 2006	46,843	6,829,725
County unemployment rate	EDD Labor Data, March 2011	9.9%	12%

Participation Rates

	Timeframe	San Luis Obispo County		Statewide	
Number children <18 in population	2009	53,526		9,992,333	
Number of children with referrals	2009	3,132	58.5 per 1,000	471,818	47.2 per 1,000
Number of children with substantiated referrals	2009	503	9.4 per 1,000	92,640	9.3 per 1,000
Number of Foster Care first entries	2009	210	3.9 per 1,000	31,643	3.2 per 1,000
Number of children in Foster Care	7/1/2010	324	6.0 per 1,000	55,341	5.5 per 1,000

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

Reason for Initial Placement of Children in Foster Care as of 12/31/2010		
General Neglect	167	52.8%
Caretaker Absence/Incapacity	111	35.1%
Physical Abuse	13	4.1%
Sexual Abuse	9	2.8%
Emotional Abuse	6	1.9%
Severe Neglect	6	1.9%
Other	4	1.2%
Total	316	



Source: CWS/CMS 2010 Quarter 3 Extract

As of December 31, 2010, there were 316 children in foster care placements. In approximately 98% of these cases, the children were removed from their homes due to neglect or abuse. The Contributing Factors chart illustrates that more than half have drug and/or alcohol abuse factors. Methamphetamine Abuse, Other Drug Abuse, and Mental Health issues are the most common factors. Approximately 68% of all foster care cases included a drug or alcohol abuse factor, and many had a combination of factors including drug or alcohol abuse, mental health issues, and domestic violence.

During the period starting July 1st, 2009 and ending June 30th, 2009, there were a total of 1,254 delinquency referrals to the Probation Department from law enforcement agencies. Of those, 511 resulted in the filing of WIC 602 petitions with the delinquency court. As of May 2011, there were a total of 218 wards being supervised by Probation under the jurisdiction of the Juvenile Delinquency Court pursuant to Welfare and Institutions Code section 602. 36 wards were placed in out-of-home care, while 182 remained in the home. Of those in out-of-home care, 33 were placed in group homes, 2 were placed with relatives, and 1 was placed with a non-related extended family member. Many of the referrals to Probation were diverted from formal court action through early intervention and community diversion services or are handled under a less restrictive form of court ordered supervision; this reduced the number of children who became

wards of the court. As of May 2011, there were a total of 188 cases under non-ward probation supervision including community diversion, court ordered diversion, deferred entry of judgment, and probation without wardship.

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.

Size and Structure of Agencies

County-Operated Shelter(s)

San Luis Obispo County contracts with Family Care Network, a private non-profit Foster Family Agency, to provide nine shelter beds for ambulatory children ages 0-18. 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 foster homes licensed by the Family Care Network, 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.

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 to staff the cases of children in shelter care.

County Licensing

The department of Social Services has a Memorandum of Understanding with the California Department of Social Services which allows Child Welfare Services to license foster family homes. The licensing unit, consisting of one Social Worker Supervisor, 4.5 Social Workers and one Administrative Assistant, handles the licensing of all foster 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. Foster parents 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.

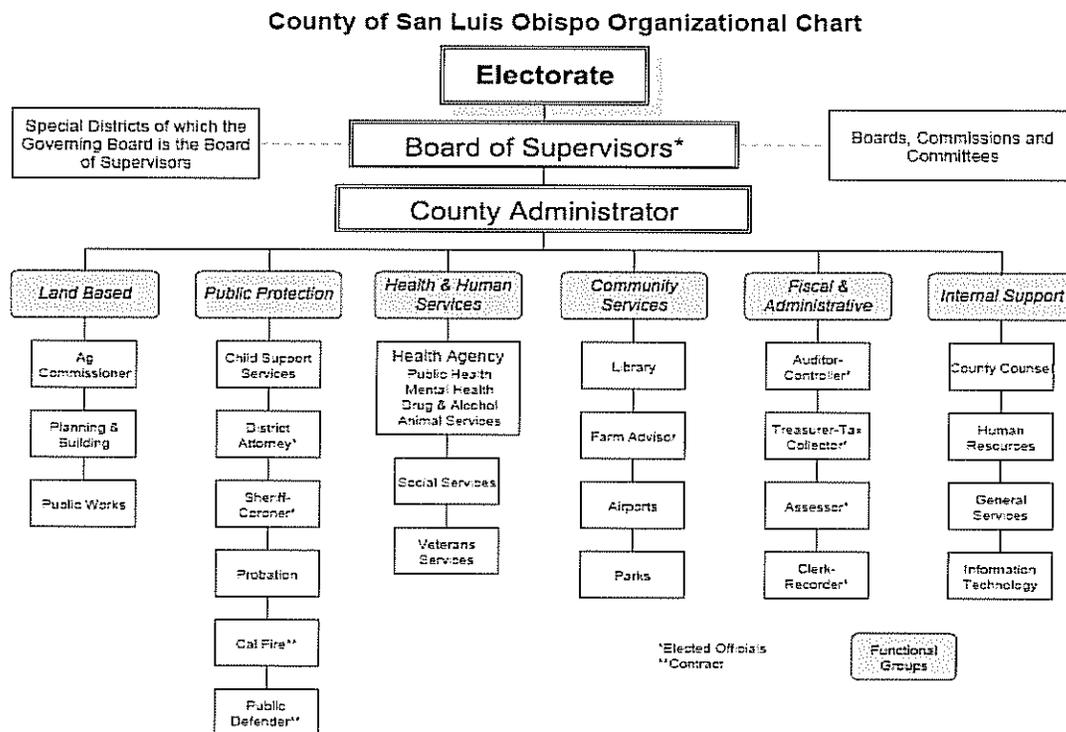
Child Welfare Services also has a process to investigate all complaints on foster families. Depending on the outcome of the investigation, a corrective action plan may be implemented or the case may be referred to the State for revocation of the license. Child Welfare Services continues to work to prevent placement disruptions. To improve the quality of placements and help meet the Child and Family Services Review standards for children in out-of-home care,

Child Welfare Services began implementation of Structured Decision Making 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, and to provide the support needed to ensure a stable placement. The goals of Structured Decision Making for Substitute Care Providers are to promote safety, stability, and wellbeing 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. 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 recent Peer Quality Case Review focused on Timely Adoption for Child Welfare Services, and the Adoption Unit is currently working on implementing many of the ideas generated during the Peer Quality Case Review process.

County Governance Structure



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, 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, Food Stamps, General Assistance (known collectively as Participant Services) and Adult Services programs.

Staffing Characteristics/Issues

As of May 2011, the Department of Social Services has 393 filled positions, which includes staff in Child Welfare Services, Participant Services, and Adult Services, as well as Management, Information Technology, Fiscal, Administrative Support, Staff Development and Human Resources divisions. Management includes the Director, Assistant Director, six Regional Managers, as well as Division Managers and Program Managers. Regional Managers directly supervise staff in both Child Welfare Services and Participant Services. Allocated positions distinct to Child Welfare Services include:

- 58.75 Social Workers
- 10 Social Worker Supervisors
- 16 Administrative Assistants
- 2 Supervising Legal Clerks
- 4 Legal Clerks
- 3 Program Managers (Prevention, Case Management and Foster Care/Adoption)
- 6 Program Review Specialists

There are also 16 Community Service Aides who assist both staff and families in Participant Services and Child Welfare Services programs.

The Department of Social Services currently has 27.75 vacancies. Child Welfare Services has 16 vacancies, including 8 full-time Social Worker, 2 Social Worker Supervisor, 1 Administrative Assistant, and 3 Community Service Aide vacancies. The Department of Social Services cut 2 Social Worker allocations in the 2008 budget, 3 half-time Social Worker allocations in the 2009 budget, and 2 Social Worker allocations in the 2010 budget. While overall retention rates have improved in the past few years, there are a large number of Social Worker and Social Worker Supervisor staff who are retiring or approaching retirement age. This has resulted in a number of vacancies. Due to ongoing County-wide budget issues, the Department of Social Services must petition the County Administrator to fill a vacancy, explaining what position needs to be filled and why. The Department of Social Services must also provide information on what duties the position performs and how the position is funded. The County Administrator then determines whether or not the position can be filled.

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 (CAPSLO) for prevention and early intervention services. CAPSLO Parent Advocates are co-located in Department of Social Services offices. San Luis Obispo County contracts with Cuesta College for the Independent Living Program which has 4 staff are co-located at the Department of Social Services to provide Independent Living Program and permanency services to both Child Welfare Services and Probation youth and staff.

Social Worker Caseload Size by Service Program, as of March 31, 2011

Child Welfare Services Current Caseloads				State Standards	
Program	Referrals or Cases	Social Worker Full Time Equivalents (FTE)	Average Cases or Referrals per FTE	SB 2030	Current Standard
Referrals	117	8.9	13.2		
Emergency Response	3	0.2	15.9	13	16
Family Maintenance	96	6.4	14.9	14	35
Family Reunification	185	12.5	14.8	16	27
Non-TPR Permanency Placement	126	5.1	24.9	24	54
TPR Permanency Placement	75	5.9	21.2	24	54

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

As of April 30, 2011, Probation has 138.75 filled positions in both Adult and Juvenile Probation. Management includes the Chief Probation Officer, 4 Chief Deputy Probation Officers and 1 Business Manager. Positions distinct to Juvenile Probation include:

- 1 Chief Deputy
- 5 Supervising Deputy Probation Officers
- 26 Deputy Probation Officers
- 2 Probation Assistants
- 2 Legal Clerks
- 2 Administrative Assistants
- 5 Student Interns

Probation currently has 7 vacancies, 2 of which are in Juvenile Probation. As with Child Welfare Services, Probation must petition the County Administrator whenever it seeks to fill a vacancy. Probation has hired only one new staff in the past year, and there are no identified issues with turnover or retention.

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, Cal Poly, and Teens Together for additional services.

Deputy Probation Officer Average Caseload Size by Service Program, as of April 30, 2011

Program	Juvenile Field	Juvenile Drug Court	Placement	Juvenile Review/Diversion
Cases	30-35	20	20	65

Bargaining Unit Issues

The San Luis Obispo County Employee's Association (SLOCEA) represents the interests of employees of the Department of Social Services. The union does not have a say in either worker unit assignment or case assignment, although they have hired a lobbyist who works in the state political arena to advocate for lower caseloads. Kimm Daniels, the SLOCEA General

Manager, stated that two ongoing issues for Social Workers are after-hours' standby pay and bilingual differential. Most Social Workers believe that the compensation for this work is inadequate. These are ongoing issues that will be addressed when the union negotiates for contract changes. Lisa Rivera, president of the San Luis Obispo County Probation Peace Officers Association, stated that Probation Officers currently have no bargaining issues

Financial/Material Resources

The Department of Social Services is allocated \$11,340,256 for Child Welfare Services, plus an additional \$1,387,095 for Adoptions. The Department of Social Services also uses the Planning and Child Welfare Services Outcome Improvement Project Augmentations. Because San Luis Obispo County is 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 \$30,000 to Public Health for a Public Health Nurse to work with 0-5 year old children in the child welfare system.

During FY 09/10, the Office of Child Abuse Prevention allocations for community-based prevention services include \$142, 587 for Promoting Safe and Stable Families (PSSF), \$75,000 for Child Abuse Prevention, Intervention, and Treatment (CAPIT), \$28,712 for Community Based Child Abuse Prevention (CBCAP), and \$55,572 for the Children's Trust Fund. The Children's Services Network is a community collaborative comprised of 15 directors of public agencies and key community leaders involved in health, welfare, and educational services to children, youth, and families. The Children's Services Network is responsible for allocating CAPIT and PSSF funds. The Department of Social Services delegates this authority to the Children's Services Network with the approval of the San Luis Obispo County Board of Supervisors. The Department of Social Services is also the employer of record for the Children's Services Network Manager who also serves as 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 in all parts of the county. Therapeutic child care, 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 the San Luis Obispo Child Abuse Prevention Council (SLO-CAP) in support of permanent staffing and programming compatible with the intent of the funds. Specifically, SLO-CAP uses CBCAP funds to provide the Together We Will - Parent Shared Leadership Academy as well as 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 partnering with the Local Child Care Planning Council on such Child Abuse Prevention Month activities as Children's Day in the Plaza and declaring 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 SLO-CAP website (www.slocap.org).

SLO-CAP leverages the allocation by soliciting donations, pursuing grants, and fundraising to strengthen the aforementioned child abuse prevention advocacy efforts and projects. Stable funding for SLO-CAP 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 Parent Shared Leadership Academy and guides the improved function of Child Death Review Teams in San Luis Obispo, Santa Barbara, and Ventura counties.

SLO-CAP is responsible for convening the Partnership for Excellence in Family Support (PEFS). PEFS is the county's family resource center network, in which the Children's Services Network Manager and a Child Welfare Services Program Manager participate. Fourteen of the 18 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 SLO-CAP is a member of the Children's Services Network.

A Child Welfare Services Program Manager sits as a liaison at SLO-CAP Board of Director meetings. In addition, SLO-CAP staff participates with the Program Manager to deliver Mandated Reporter of Suspected Child Abuse presentations throughout the county, in addition to an annual Child Abuse Prevention Academy provided in partnership with Cuesta College. 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 2009/2010 budget was \$4,322,064. This includes state and federal aid, as well as the Youthful Offender Block Grant, Anger Management and Youth Violence Prevention Treatment grant, and monies from the Juvenile Justice Crime Prevention Act and Proposition 172. Juvenile Probation also receives \$92,122 from the Atascadero Unified School District to fund 1 Deputy Probation Officer position to provide truancy services and \$276,524 from the San Luis Obispo County Office of Education to fund 3 Deputy Probation Officers positions to provide services at community schools.

If the Vehicle License Fee increase is not extended past the current sunset date of June 30, 2011, there will be significant service level reductions in juvenile probation services in San Luis Obispo County. These service level reductions would include losses in both personnel and preventative services. This would have a tremendous impact on out-of-home placement services. Not only would the staffing level of the Placement Unit likely be reduced, but many of the programs that help prevent out-of-home placement and facilitate reunification would either be eliminated or significantly reduced.

Political Jurisdictions

School Districts

San Luis Obispo County District Office of Education
Atascadero Unified School District
Cayucos Elementary School District
Coast Unified School District
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
Narcotics Task Force

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.

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. Child Welfare Services also works with the Atascadero School District on the school-based recruitment project, an effort designed to keep foster children in their home communities and potentially reduce the costs associated with Assembly Bill 490. In conjunction with SLO-CAP, the Department of Social Services provides mandated reporter training to school personnel.

Juvenile Probation has placed Probation Officers at all four 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 also 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 SLO-CAP 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, these mandated reporter trainings will be offered on a quarterly basis.

Other topics brought up by school personnel at the community forums included access to information and the absence of school-based Social Workers in the schools. The popularity of the Probation program Youth in Action was frequently mentioned as evidence of a successful school-based program. The Probation Department is currently working with community partners to expand this program to the northern region of the county, as it is currently only available in the southern region.

Child Welfare Services and Probation both partner with local law enforcement agencies. Law enforcement is available to accompany Emergency Response Social Workers when they remove children. Emergency Response Social Workers also accompany law enforcement on countywide coordinated drug manufacturing 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.

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. There is no formal relationship between the County and these three tribes, although representatives were invited to the County Self-Assessment Community Forums.

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, 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 staff working together to better serve the families in their regions.

Probation Officers assigned to juvenile probation duties are divided into regional teams to better serve the County. Currently, there is a Field Supervision Unit located in Arroyo Grande to meet the needs of the families and communities of the South County, as well as a Field Supervision Unit in Atascadero to serve North County. In addition, there are Probation Officers assigned at each of the regional community schools. There is also one Probation Officer assigned to a truancy position with the Atascadero Unified School District. Unfortunately, the Atascadero Field Office will be closing due to budgetary constraints. Nonetheless, the unit will remain a cohesive group and be co-located with the Court Unit in San Luis Obispo at the Juvenile Services Center. Both the Juvenile Placement and Community Diversion Units are co-located at the Department of Social Services office in San Luis Obispo.

San Luis Obispo County also has two SAFE (Services Affirming Family Empowerment) offices, one in Arroyo Grande and another in Paso Robles, as well as Central Coast 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.

Peer Quality Case Review Summary

Child Welfare Services and Juvenile Probation held a joint Peer Quality Case Review in October 2010. Child Welfare Services and Probation chose different focus areas for the Peer Quality Case Review. Child Welfare Services decided to focus on Timely Adoption, while Probation selected Placement Stability as its area of focus. While the Peer Quality Case Review provided positive feedback on the strengths and dedication of Child Welfare Services and Probation staff, it also provided valuable information on areas needing improvement in order to achieve both placement stability and timely adoption. Following the Peer Quality Case Review, the Child Welfare Services Adoption unit met to discuss the findings and is eager to proceed with implementing many of the ideas heard during the event.

Many of the findings from San Luis Obispo County's Peer Quality Case Review are reflective of the information cited in the literature reviews. For Child Welfare Services, the literature review on Timely Adoption identified the need to educate parents on Child Welfare Services and adoption processes and timelines, as well as the need for post-adoption services. Both of these needs were mentioned often in both the peer interviews and focus groups.

For Probation, the Placement Stability literature review stressed the value of well trained placement staff and foster parents. It also focused on the importance of youth and family input in the placement process. Peer interviews and focus groups often mentioned the need for the staff at group homes to be well trained and receptive to the needs of youth. Additionally, the interviews and focus groups placed a high importance on the need for youth and family involvement in placement decisions.

After reviewing all of the information gathered during the course of the Peer Quality Case Review, Child Welfare Services has identified three issues that were frequently repeated:

- Child Welfare Services gives parents too much time to reunify.

- Child Welfare Services should explore training parents and relatives on concurrent planning and relinquishments/waiving services.
- Child Welfare Services should manage their own adoption finalization calendar.

For Probation, three recurring themes were:

- The need for greater youth and family input and involvement in placement decisions.
- The need to develop more local placement options for probation youth.
- The need for additional training for placement officers in such areas as family finding, family engagement, case planning and concurrent planning.

This information will be further discussed 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 youth and families of San Luis Obispo County.

Outcomes

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.

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, as well as modifying practices as needed. Our goal is to meet or exceed both the Federal and State standards.

Outcome 1: Children are, first and foremost, protected from abuse and neglect

Child Welfare Services continues to use the Differential Response system, which proposes that child welfare act on referrals with a greater variety of responses and services. Child Welfare Services also uses Structured Decision Making Hotline tools to assist in the identification of 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 at low risk for child abuse and/or neglect. These referrals are screened out for the purpose of CWS/CMS, and are referred to the Community Action Partnership of San Luis Obispo County (CAPSLO) for community services. CAPSLO's Direct Services and In-Home Parent Education program offers a countywide voluntary child abuse prevention program. CAPSLO Parent Educators/Advocates assist 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. CAPSLO tracks and reports the family's response to services to Child Welfare Services. In fiscal year 2009/2010, CAPSLO received 429 Community

Response referrals, for an average of 36 referrals per month. Of these, approximately 13 per month accept voluntary services. Another 11 per month engage in a telephone conversation to discuss issues and ask for resources. The remainder (approximately 14 per month) decline services or do not respond. The Department of Social Services tracks re-referrals, including for those individuals who declined CAPSLO services. A report is being developed to assist in further analysis of re-referrals and no recurrence of maltreatment.

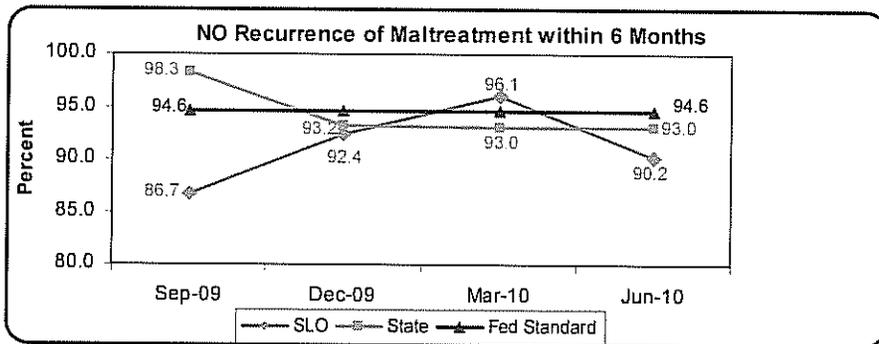
Collaborative Response (Path 2) requires a Child Welfare Services Community Response within 10 days. Mandated reporters and community partners are given the opportunity to collaborate and respond with Social Workers when appropriate on Path 2 referrals. Emergency Response Social Workers have responded 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.

S1.1 No Recurrence of Maltreatment

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

As of June 2010, Child Welfare Services' rate of no recurrence of maltreatment has decreased from 96.1% in March 2010 to 90.2% (193 of 214 children) in June 2010, 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.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	86.7	208/240	92.4	232/251	96.1	223/232	90.2	193/214
State	98.3		93.2		93.0		93.0	
Federal Standard	94.6		94.6		94.6		94.6	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

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

- Children ages 6-10 and 11-15 had the highest percentage of referrals
- Children ages 6-10 had the highest number of re-referrals
- The majority of the referrals were for general neglect
- The highest numbers of referrals were made by law enforcement/legal
- There was a higher representation of white and Hispanic children, which reflects the County demographic
- Of the 214 children with a substantiated allegation, 91 were female and 123 were male

Substance abuse continues to be a prevalent 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 always exists the possibility of relapse, and a subsequent referral to Child Welfare Services. Although substance abuse treatment options are available throughout the county, there is a need for a greater variety of treatment models and services, especially for Spanish-speaking individuals, fathers, and parents with children.

Domestic Violence is also becoming another prevalent issue in San Luis Obispo County. In 2010, approximately 40%, or 323 of the 813 contributing factors in referrals to Child Welfare Services were for Domestic Violence.

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

- Family Prevention Services offers voluntary services 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.
- CAPSLO Family Support Services offers programs such as Positive Opportunities for Parenting Success, which is funded by the Supporting Father Involvement study and Direct Services, which provides infant and baby supplies, clothing, and other goods and/or services that will assist in maintaining child safety and family stability.
- The Interagency Meeting with partner agencies is held quarterly to share resources and support multi-service referrals. Agencies distribute the meeting minutes to their staff to keep them apprised of current resources available in the community.
- Linkages is a partnership between Child Welfare Services and Participant Services and is the Department of Social Services approach to serve families and puts their needs first.
- 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.
- Differential Response is an effort to respond to referrals with a greater variety of responses and services. 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.
- Structured Decision Making is 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 processes, as well as a method for targeting limited system resources to families most likely to subsequently abuse or neglect their children.
- Team Decision-Making Meetings 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.

Additional services that work to reduce the rate of recurrence of maltreatment in San Luis Obispo County that are funded by CAPIT/CBCAP/PSSF include:

- 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
- 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 in need of improvement include:

- Need for consistent practice in regards to the Structured Decision Making Safety and Risk Assessments
- Increased support for families, through the use of Community Service Aides, Parent Advocates, and Parent Mentors
- Drug and alcohol services, including residential treatment programs
- Family violence training and services
- Engaging fathers in services
- Age appropriate services for foster youth
- Peer mentoring for foster youth
- Aftercare services

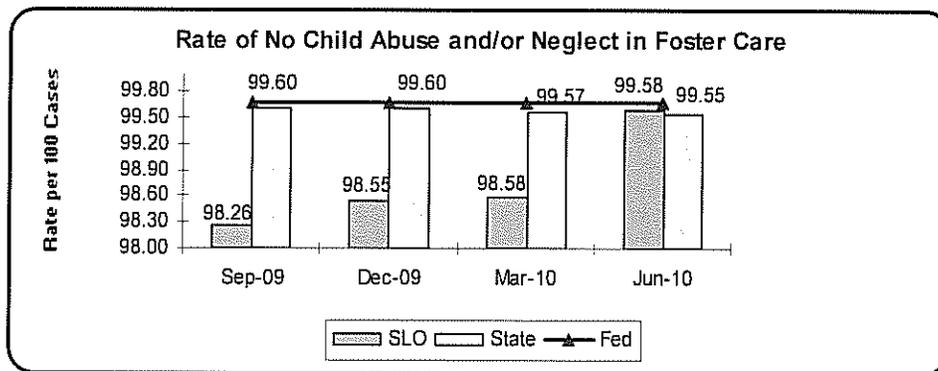
Additional supports funded by PSSF and CAPIT that could possibly impact this measure include aftercare planning and post-reunification follow up, respite care, and parent education on such topics as coping with stress and health and nutrition.

Probation does not receive or substantiate referrals on abuse. The safety of children allowed to remain in their homes falls under the breadth of observations made by Probation and a child abuse check is completed on every minor placed. Probation Officers are trained to respond to situations where children may be at risk for abuse and they will ensure the provision of a variety of services where needed to assist a child remaining in their home.

S2.1 No Maltreatment in Foster Care

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

As of June 2010, Child Welfare Services' rate of child abuse and/or neglect in foster care was less than 1%. This rate reflects the abuse/neglect of 2 children out of a total of 478 placed in foster care. Because San Luis Obispo is a small county, one incident of abuse in foster homes can significantly affect the rate for this measure. It also makes it difficult to identify any recurrent trends for this measure.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	98.26	507/516	98.55	479/486	98.58	485/492	99.58	476/478
State	99.60		99.60		99.57		99.55	
Federal Standard	99.68		99.68		99.68		99.68	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

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.
- Parent's Resource for Information, Development and Education is 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.
- Foster and Kinship Care Education Program provides free workshops for Foster or Adoptive Parents, as well as Kinship caregivers.
- Foster Parent Empowerment Newsletter helps to educate, support and connect foster, adoptive, resource and kinship parents
- Foster Parent Training Academy
- Foster Parent Association holds monthly meetings to discuss ongoing topics and provide training for Foster Parents.
- 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:

- Lack of support for foster parents, such as parent mentoring and connections to community services
- Need for training for Relative Care Providers
- 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 home foster care settings. Most reporting and tracking is handled by the Licensing Unit. Prior to the placement of a child, Licensing staff conduct screenings and licensing of foster parents and other individuals living in the foster home. Staff also track and report on occurrences of abuse and neglect in relative, non-related extended family member and county-licensed home foster care settings. Allegations of abuse in county-licensed foster care are treated as Child Welfare Services Response (Path 3) immediate referrals, and both an Emergency Response Social Worker and a Licensing Social Worker 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 Foster Family Agency's or group homes. They are immediately notified if an allegation is received.

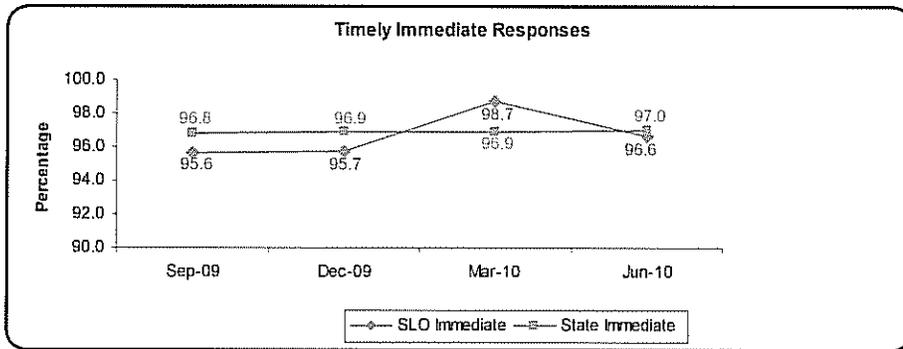
There are no known instances of abuse or neglect against a minor placed in a foster care program by Probation. Group and foster homes used by Probation are licensed by the State (or other states where applicable), or an independent Foster Family Agency. In those few cases where a minor on probation is placed with a relative, that relative and any other adult in the home is screened for appropriateness. 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 upon 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.

Outcome 2: Children are safely maintained in their homes whenever possible and appropriate

2B Timely Response for Immediate Referrals and Timely Response for 10-day Referrals

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

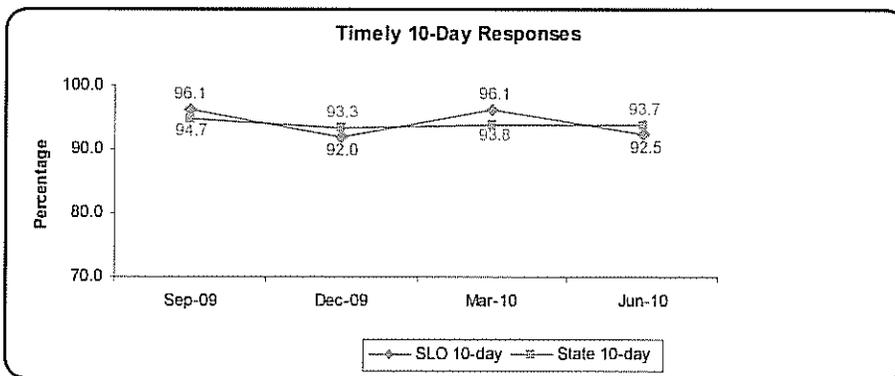
As of July 2010, Child Welfare Services' rate of timely response for immediate referrals is 96.6%.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo Immediate	95.6	65/68	95.7	66/69	98.7	77/78	96.6	85/88
State Immediate	96.8		96.9		96.9		97.0	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

As of June 2010, Child Welfare Services' rate of timely response for 10-day referrals is 92.5%.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo 10-day	94.7	295/307	92.0	277/301	96.1	349/363	92.5	295/319
State 10-day	96.1		93.3		93.8		93.7	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Timely Response was a focus for Child Welfare Services during the 2008 County Self-Assessment. Feedback gathered and the strategies implemented through the prior System Improvement Plan resulted in a greatly improved performance on this outcome over the past

three years. However, Child Welfare Services continues to increase collaboration between Child Welfare Services, Participant Services and community partners, and continuously re-evaluates processes and develop strategies in an effort to support Emergency Response Social Workers in meeting 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)

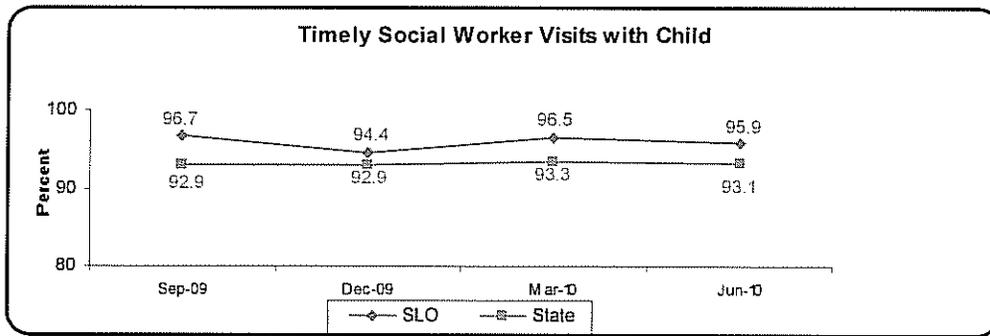
Child Welfare Services also has policies and procedures that work toward improving this measure, including:

- Differential Response model using 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 that are needed to support Social Workers and Social Worker Supervisors
- SafeMeasures and the MonthlyMeasures template are used for tracking ongoing compliance efforts
- Referrals – Child Welfare Services evaluated the process of assigning referrals through the Intake unit and revised procedures in order to accurately reflect the time to assignment from Intake to Emergency Response. This has affected performance on this measure, as incorrect data entry skews the results.
- The Intake procedure for transferring referrals to Emergency Response staff has been automated. Staff can now send and receive referrals via email, thereby ensuring a faster receipt and response to referrals.
- Provided Emergency Response Social Workers with access to tools to facilitate work, such as mini laptop computers, access to regional offices after-hours, Community Service Aides, and meal cards to local restaurants so they may feed children placed into Protective Custody.
- Social Workers and Social Worker Supervisors provided with access to CWS/CMS from home to facilitate response to after-hours referrals.

2C Timely Social Worker Visits with Child

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.

As of June 2010, Child Welfare Services' average rate for timely Social Worker visits was 95.9%. Child Welfare Services consistently performs above the state average for this measure. The consistent success in this measure is noteworthy, as it was achieved at a time when quarterly visit exemptions were eliminated per Federal regulation.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	96.7	444/459	94.4	403/427	96.5	40/423	95.9	419/437
State	92.9		92.9		93.3		93.1	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

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 MonthlyMeasures tool. MonthlyMeasures tracks 27 of SafeMeasures' outcomes. Monthly face-to-face contacts was one of the 27 outcomes that was in need of prompt improvement. When Child Welfare Services began tracking this measure in January 2008, the agency average percent of compliance was 80%. By December 2009 it had improved to 93%. For 2010 and the first five months of 2011 it has averaged 94% with a high some months of 97% (source: MonthlyMeasures At-A-Glance reports). The steep improvement and continued success in this area is the result of 41 months of continual and focused monitoring across all units and caseloads through the use of MonthlyMeasures.

San Luis Obispo County developed the MonthlyMeasures tool to be used in combination with Children's Research Center's SafeMeasures. MonthlyMeasures compares selected outcomes by state average, by County CWS/Agency performance, by unit, and by caseload. Managers, supervisors and Social Workers are provided with monthly reports detailing 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 is focused 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 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. MonthlyMeasures has been shared with many other counties. San Francisco has worked with Children's Research Center to create SafeMeasures menu that enables the automation of the MonthlyMeasures task. It is anticipated that this approach will make MonthlyMeasures a more popular tool nationwide.

As Probation does not receive or investigate abuse/neglect referrals, Timely Response is not applicable. Probation Officers are mandated reporters and will report incidences of child abuse and/or neglect to Child Welfare Services. Probation has consistently met mandated requirements to visit children placed in foster care. Probation tracks monthly face to face visits through Monitor, their current case management system. This system allows for the collection of all necessary contact information including date, time, location and narrative entry in a section of the system called the "Journal". For quality assurance, the placement supervisor reviews the "Journal" entries at the time that monthly face to face visits are collected and reported via the

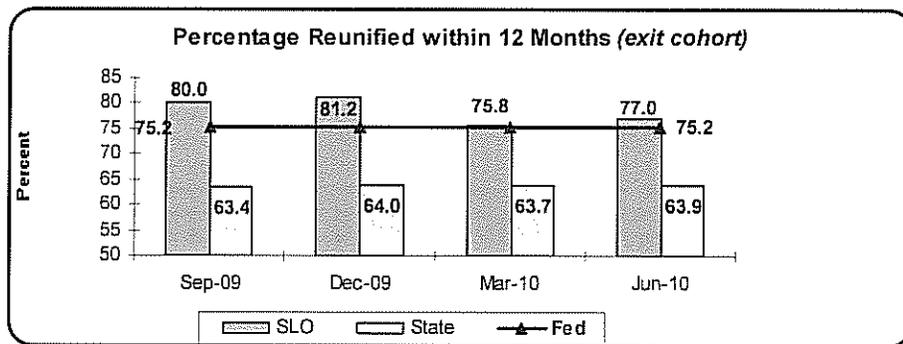
FC 23 Probation Foster Care Placement Monthly Caseload Statistical Report. Probation has recently begun entering contacts into CWS/CMS; therefore more data for this measure will be available in the future.

Outcome 3: Children have permanency and stability in their living situations without increasing re-entry to foster care

C1.1 Reunification within 12 months – exit cohort

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

As of June 2010, of 87 Child Welfare Services children leaving foster care to reunification during the year when they had been in foster care for 8 days or longer, 67 were reunified in less than 12 months from the date of the latest removal from home. Child Welfare Services achieved a 77% success rate compared to the Federal standard of 75.2%. The benchmark of 66 children reunifying in less than 12 months of their latest removal from home was exceeded by 2 children. This achievement has been fairly consistent over the past 3 quarters.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	80.0	96/120	81.2	69/85	75.8	72/95	77.0	67/87
State	63.4		64.0		63.7		63.9	
Federal Standard	75.2		75.2		75.2		75.2	

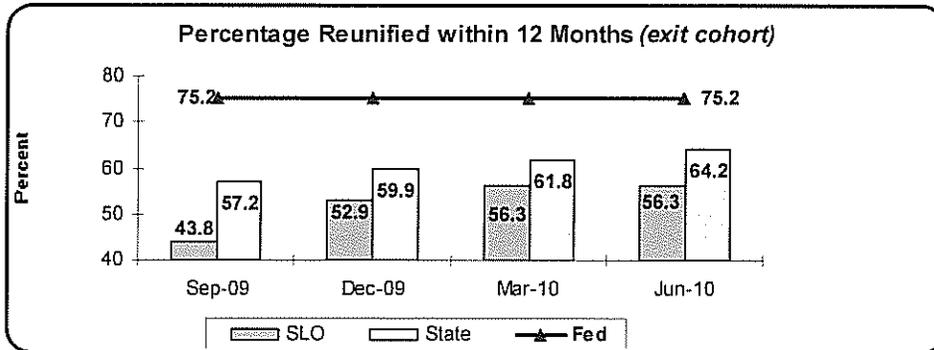
Source: CWS/CMS 2010 Quarter 2 Extract, prepared by prepared by DSS Information Reporting Team

For Child Welfare Services, the following patterns were identified for the 67 children who were reunified within 12 months:

- 71.9% (46) of the children were removed for general neglect
- Placement with kin – 79.3% (43 children) reunified within 12 months and 20.7% (12 children) reunified in 12 months or more
- Placement with Foster Family Agency - 75% (15 children) reunified within 12 months and 25% (5 children) reunified in 12 months or more
- Placement in county-licensed foster home – 66.7% (3 children) reunified within 12 months and 33.3% (3 children) reunified in 12 months or more
- There were no placements in Court -specified or Group homes

The number of children in placements in county-licensed foster homes, court-specified homes and group homes were much smaller than placement with kin and Foster Family Agency homes. Child Welfare Services continues to work on decreasing placement moves through Family to Family and increase permanency and stability.

As of June 2010, of 16 Probation youth leaving foster care to reunification during the year that had been in foster care for 8 days or longer, 9 were reunified in less than 12 months from the date of the latest removal from home. Probation achieved a 56.3% success rate compared to the Federal standard of 75.2%. Because Probation has relatively small numbers of children in foster care, one or two long term foster care cases significantly affects the rate for this measure. Additionally, external factors, such as the type of offending behavior by the child, can affect the rate as well. For example, a child with sexual offending issues typically stays in a group home for 18 to 24 months, which exceeds the federal benchmark. As previously mentioned, Probation has only recently begun to input data into CWS/CMS. The hope is that more thorough and accurate data for this measure will be available in the future.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	43.8	7/16	52.9	9/17	56.3	9/16	56.3	9/16
State	57.2		59.9		61.8		64.2	
Federal Standard	75.2		75.2		75.2		75.2	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Probation had the following results for the 16 children who were reunified within 12 months:

- Group home – 64.3% (9 children) reunified within 12 months and 35.7% (5 children) reunified in 12 months or more
- Placement with kin - 0% (1 child) reunified in less than 12 months
- Court -specified home - 0% (1 child) reunified in less than 12 months
- Foster Family Agency - no foster placements
- Placement in county-licensed foster home - no foster placements

Probation recognizes that improvement is needed in measure C1.1. While the outcomes in this measure appear to be slowly improving, Reunification within 12 Months is still below both the state average and federal standard.

One of the main challenges to timely reunification in San Luis Obispo County is the limited number of placement options for delinquent youth. There are only two group homes in the county with a total capacity of 23 youth. One of these homes also serves WIC 300 dependents, resulting in fewer beds for probation youth. The other home takes primarily out of county youth based on a variety of factors. Neither of these programs serves serious substance abusing or sex offending youth, who make up a significant portion of probation placement cases. Furthermore, there are a limited number of licensed foster homes, and very few of those are willing to accept probation youth. The result is that a majority of probation youth being placed end up in out of county group homes. Timely reunification takes meaningful family involvement which becomes much more difficult when the youth is placed far from their home. Team Decision-Making Meetings assist with family engagement in the placement and reunification

process and identify and develop relative placement options and identify and develop relative placement options; however, Probation does not currently have any officers trained in Team Decision-Making facilitation.

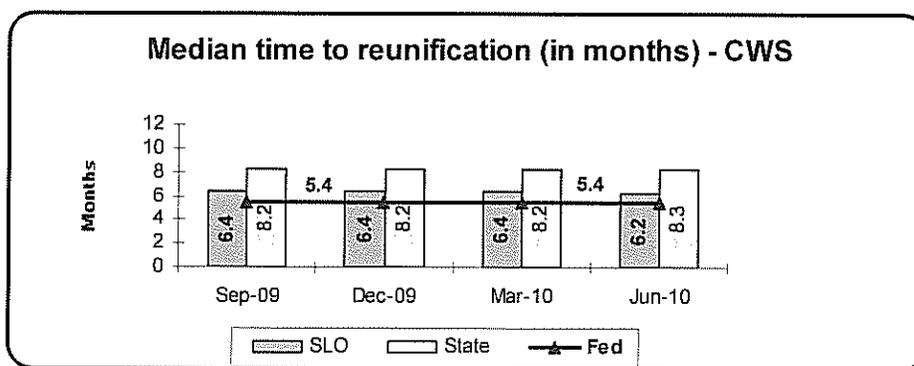
Fortunately, there are also strengths that exist to assist with reunification. Although there are only two group homes in San Luis Obispo County, both are well run and have had good outcomes with probation youth. There is an array of services in the county to assist with reunification such as a model Wrap-Around services program, Therapeutic Behavioral Services, Full Service Partnership, Juvenile Drug Court, Court Appointed Special Advocates and evidenced based programs such as Thinking for a Change and Aggression Replacement Training. Probation partners with a private provider, as well as the local university, to provide additional programs. These programs, Bakari Program and Teens Together, provide intensive intervention for higher risk male and female probation youth respectively. These types of programs provide not only pre-placement services but valuable aftercare options to assist youth in reunifying sooner than would otherwise be possible. Through the County Self-Assessment process, Probation is also looking at collaborating with Family Resource Centers and developing additional placement supports, such as parent partners to support the families of probation youth in placement. Probation Officers will be trained in Team Decision-Making facilitation. Furthermore, the Peer Quality Case Review indicated Probation Placement Officers are caring and experienced staff that go out of there way for the youth they serve.

Services funded by PSSF that could impact Probation’s performance on this measure include family counseling, family advocates, multidisciplinary team services, parent education and family support services.

C1.2 Median Time to Reunification - exit cohort

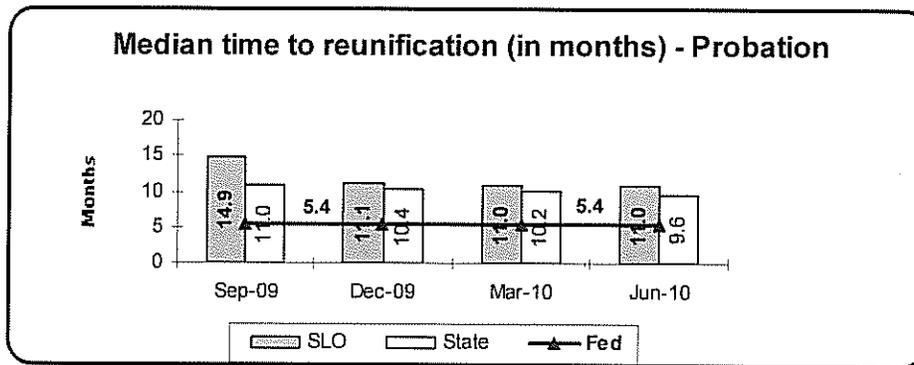
This measure computes the median length of stay in months for children reunified.

As of June 2010, the median length of stay from the date of latest removal from home until the date of discharge to reunification in was 6.2 months for all Child Welfare Services children leaving foster care to reunification during the year. For Probation youth, the median length of stay was 11 months.



	September 2009	December 2009	March 2010	June 2010
	Months	Months	Months	Months
San Luis Obispo	6.4	6.4	6.4	6.2
State	8.2	8.2	8.2	8.3
Federal Standard	5.4	5.4	5.4	5.4

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team



	September 2009	December 2009	March 2010	June 2010
	Months	Months	Months	Months
San Luis Obispo	14.9	11.1	11.0	11.0
State	11.0	10.4	10.2	9.6
Federal Standard	5.4	5.4	5.4	5.4

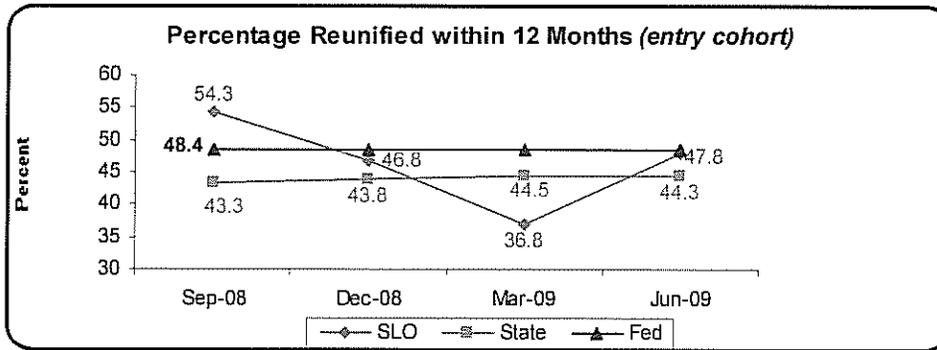
Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

The predominant contributing factors that lead to a child's removal from the home are parental mental illness, 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 budget cuts of 25% and 30%, affecting the 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. For Probation, the number of children placed in foster homes was much smaller than those placed in out of county group homes for reasons stated under Measure C1.1. Out of county group home programs tend to take longer to reunify due to a variety of factors, but likely this is most likely due to the difficulty with family engagement in the reunification process.

C1.3 Reunification within 12 Months – entry cohort

This measure computes the percentage of removal for a cohort 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, with children who have been in care for less than 8 days excluded. 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.

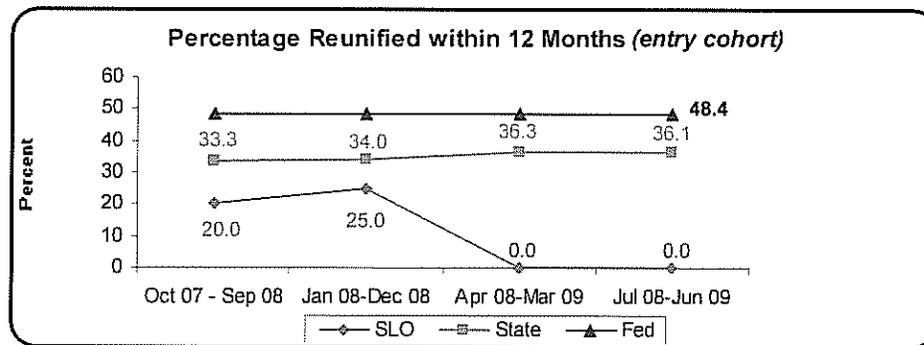
As of June 2009, for the 92 children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, Child Welfare Services had 44 children reunified in less than 12 months. Child Welfare Services reunified 47.8% within 12 months compared to the Federal standard of 48.4%.



	September 2008		December 2008		March 2009		June 2009	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	54.3	51/94	46.8	29/62	36.8	25/68	47.8	44/92
State	43.3		43.8		44.5		44.3	
Federal Standard	48.4		48.4		48.4		48.4	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Probation had no children leaving foster care to reunification in less than 12 months.



	September 2009		December 2008		March 2009		June 2009	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	20.0	1/5	25.0	1/4	0.0	0/6	0.0	0/5
State	33.3		34.0		36.3		36.1	
Federal Standard	48.4		48.4		48.4		48.4	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Improvement is needed in measure C1.3, as Reunification within 12 Months has been an elusive goal for 8 of the past 10 quarters and preliminary data indicates it is not likely to be achieved within the 3 quarters beyond this report.

Child Welfare Services strategies to ensure timely reunification within 12 months include:

- A new county policy to ensure that Exit from Placement Team Decision-Making Meetings occur prior to extended visits and reunification. A usage report shows that Team Decision-Making Meetings historically accounted for only 5% of Team Decision-Making Meetings prior to policy implementation. The current monthly average of Exit from Placement Team Decision-Making Meetings is 20%.
- Closer compliance, use, and application of Structured Decision Making Reunification Reassessments has been discussed, implemented, and tracked.

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.
- Exploring and implementing a Father Involvement program to strengthen families, achieve positive outcomes, and assist with earlier reunifications. The Father Involvement project emphasizes alignment of services and engagement with fathers to include them at earlier moments and throughout the life of the case.
- Exploring formalizing partnerships with Family Resource Centers and Services Affirming Family Empowerment (SAFE) teams for additional family support services.
- Aligning services funded by PSSF and CAPIT with Child Welfare Services processes to include family counseling services and other time-limited reunification services.

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

- While caseload numbers have decreased, anecdotal evidence indicates that caseload complexity has increased.
- 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.
- Funding to Mental Health has been cut 25% and funding to Drug and Alcohol services has been cut 30% over the past three years. These cuts have affected service delivery and are potentially contributing to reunifications taking longer than 12 months.

For Probation, factors related to reunification as a whole were identified under Measure C1.1.

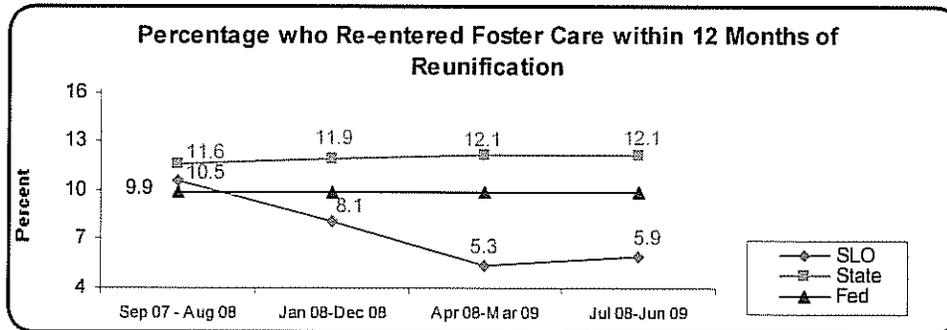
C1.4 Re-entry Following Reunification - exit cohort

This measure computes the percentage of children reentering foster care within 12 months of reunification.

Children don't 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. Meeting the standard in this outcome is sometimes the result of simply having low numbers of siblings reenter foster care. For the four periods examined, there was 1, 1, 0 and 2 sibling sets of two children reentering foster care. This is a relatively low number of siblings and is in part responsible for us achieving this standard. In two subsequent periods where we did not meet the standard there were significantly higher numbers of siblings reentering foster care. In one period there were three sibling sets comprising 6 of 11 children returned to foster care. In another period there were six sibling sets comprising 12 of 19 children returned to foster care. In both of those instances had there been an average of one sibling set per

It is the goal of San Luis Obispo County to have no children reenter foster care but this is not always achievable. Some factors that have assisted us in meeting a high standard of low rate of children returning to foster care include Dependency Drug Court. The Dependency Drug Court has an amazing reentry rate of 0% for its graduates compared to the general population of 6.7% of non Dependency Drug Court cases (source: 2009-2010 Dependency Drug Court Outcome Report). Dependency Drug Court is limited to drug abusing parents and is limited to a maximum of 42 clients at any one time.

For Child Welfare Services, 9 of the 153 children reunified from July 2008 to June 2009 reentered foster care in less than 12 months from the date of reunification. Child Welfare Services had a rate of 5.9% of children reunified reentering out of home care compared to the Federal standard of 9.9%. This success rate resulted in 6 fewer children reentered compare to the Federal standard's benchmark of 15 children.



	Sep 07-Aug 08		Jan 08-Dec 08		Apr 08-Mar 09		Jul 08-Jun 09	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	10.5	11/105	8.1	11/136	5.3	7/133	5.9	9/153
State	11.6		11.9		12.1		12.1	
Federal Standard	9.9		9.9		9.9		9.9	

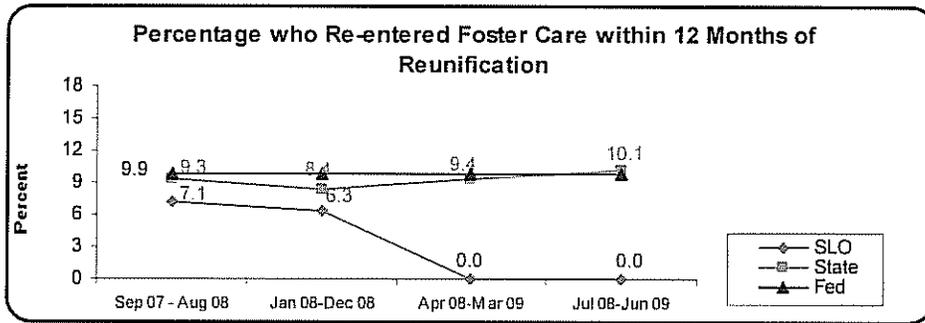
Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Re-entry was chosen as the focus for San Luis Obispo County's joint 2007 Peer Quality Case Review. Both Probation and Child Welfare Services interviewed Social Workers, Social Worker Supervisors, Participant Services Supervisors, Public Health Nurses, and foster parents about this issue. Re-entry was also a focus during the 2008 County Self-Assessment Community Forums. Strategies employed by Child Welfare Services after Peer Quality Case Review and Community Forums to improve performance on this measure include:

- Timely use of the Structured Decision Making Risk Reassessment
- Training on Team Decision-Making Meetings and emphasis on the increased usage of the Exit From Placement Team Decision-Making Meetings for all cases moving to Family Maintenance
- Use of Monthly Measures reports to identify trends
- Linkages, which increases collaboration between Child Welfare and Participant Services staff
- Improving the clarity and concise nature of case plans.

Evidence indicates that these strategies have contributed to a higher success rate in this outcome.

None of the 13 children that Probation reunified reentered foster care less than 12 months from the date of reunification. An increased focus on this area since the last Peer Quality Case Review, including an increase from two placement probation officers to three, has likely had a positive impact on this outcome. With smaller caseloads, a higher level of attention can be provided to cases in aftercare which helps identify issues and provide appropriate intervention prior to the need for another placement episode. Furthermore, the Probation Department's ongoing implementation of Evidence-based Practices has seen significant improvements in risk assessment and the use of evidence-based interventions. Improved risk assessment helps prevent unnecessary re-entry and evidence-based interventions provide more impactful potential aftercare services.



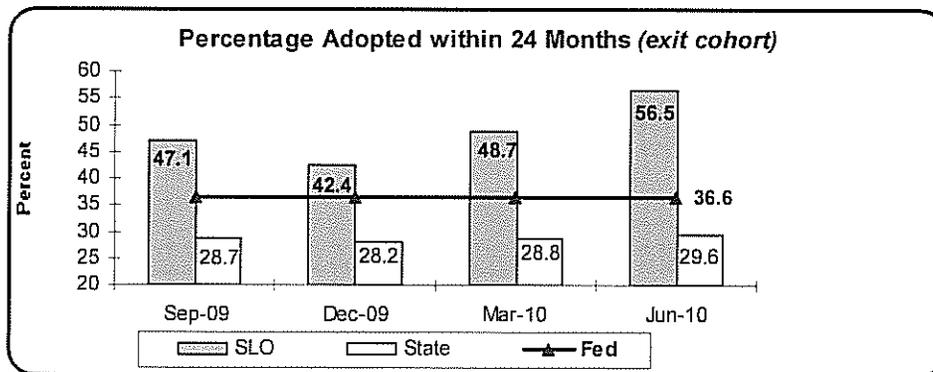
	Sep 07 - Aug 08		Jan 08-Dec 08		Apr 08-Mar 09		Jul 08-Jun 09	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	7.1	1/14	6.3	1/16	0.0	0/16	0.0	0/13
State	9.3		8.4		9.4		10.1	
Federal Standard	9.9		9.9		9.9		9.9	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

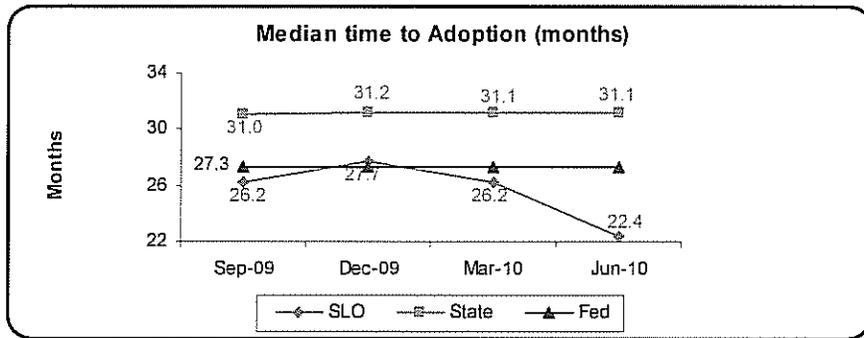
C2.1 Adoption within 24 Months and C2.2 Median Time to Adoption – exit cohorts

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.

As of June 2010, 26 of the 46 children leaving foster care within 24 months for a finalized adoption during the year were adopted within 24 months. Child Welfare Services achieved a 56.5% success rate compared to the Federal standard of 36.6%. This is a result of 9 additional children above the 17 child benchmark being adopted within 24 months from their latest removal from home. The median length of stay was 22.4 months for all children leaving foster care to a finalized adoption during the year.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	47.1	16/34	42.4	14/33	48.7	19/39	56.5	26/46
State	28.7		28.2		28.8		29.6	
Federal Standard	36.6		36.6		36.6		36.6	



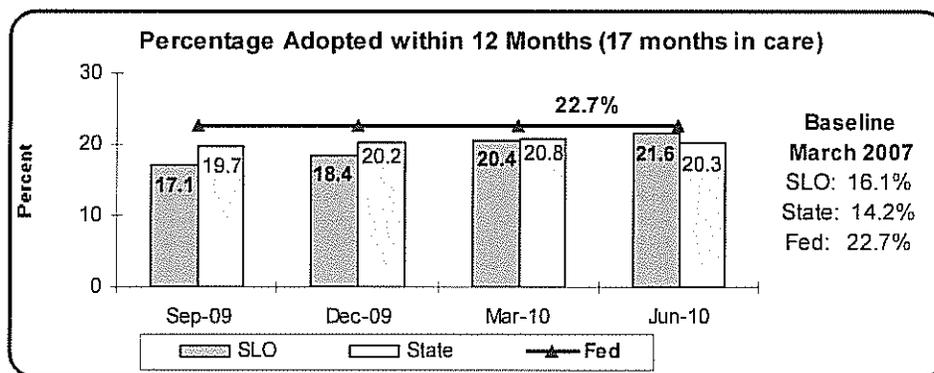
	September 2009	December 2009	March 2010	June 2010
	Months	Months	Months	Months
San Luis Obispo	26.2	27.7	26.2	22.4
State	31.0	31.2	31.1	31.1
Federal Standard	27.3	27.3	27.3	27.3

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

C2.3 Adoption within 12 months (17 months in care)

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 June 2010, of 103 children in foster care for 17 continuous months or longer on the first day of the year, 22 left foster care to a finalized adoption by the last day of the year. Child Welfare Services achieved a 21.4% rate compared to the Federal standard of 22.7%. This is a result of 2 fewer children adopted at the benchmark of 24. It is noteworthy that Child Welfare Services achieved a rate higher than the 22.7% Federal standard in the subsequent three periods ending September 2010 (25.0%, 2 more children), December 2010 (27.8%, 5 more children), and March 2011 (24.7%, 2 more children), per SafeMeasures.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	17.1	21/123	18.4	21/114	20.4	22/108	21.4	22/103
State	19.7		20.2		20.8		20.3	
Federal Standard	22.7		22.7		22.7		22.7	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

For Child Welfare Services, the following results were identified for 103 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 1-2 has the highest number of adoptions
- Age group 11-15 continues to have the highest number of foster children not adopted by the end of the year (36 of 36 children)
- Females had a higher percentage of adoption by the end of the year – out of 60 females, 17 (28.3%) were adopted. Out of 43 males, 5 (11.6%) were adopted.
- The highest number of adoptions took place with relative placements. 16 of the 22 children adopted had been in placement with relatives or a non-related extended family member home.

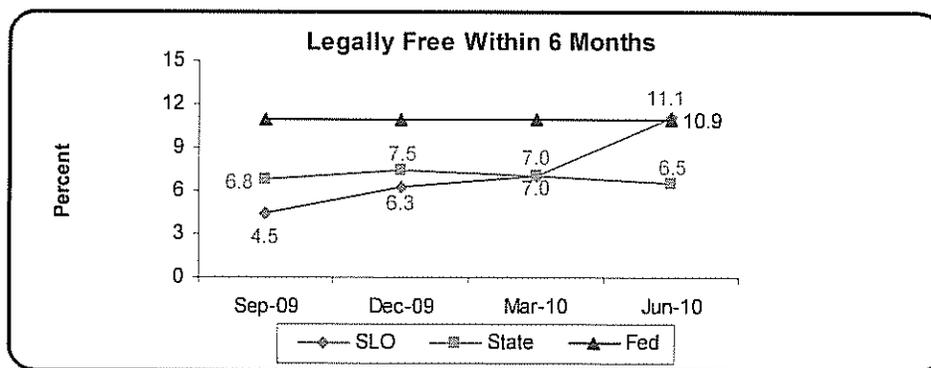
Anecdotal evidence from other counties suggests that relatives may take longer to pursue or finalize an adoption, compared to other adopters. Because Child Welfare Services has a high number of relative placements and adoptions, success in this measure may be more difficult to achieve.

Probation had 8 children in foster care for 17 continuous months or longer on the first day of the year; none were discharged to a finalized adoption by the last day of the year.

C2.4 Legally Free within 6 Months (17 months in care)

This measure computes the percentage of children who were in foster care for 17 continuous months or longer, were not legally free for adoption on the first day of the period, and then became legally free 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.

As of December 2009, 6 of the 54 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 an 11.1% success rate compared to the Federal standard of 10.9%.



	March 2009		June 2009		September 2009		December 2009	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	4.5	3/67	6.3	4/64	7.0	4/57	11.1	6/54
State	6.8		7.5		7.0		6.5	
Federal Standard	10.9		10.9		10.9		10.9	

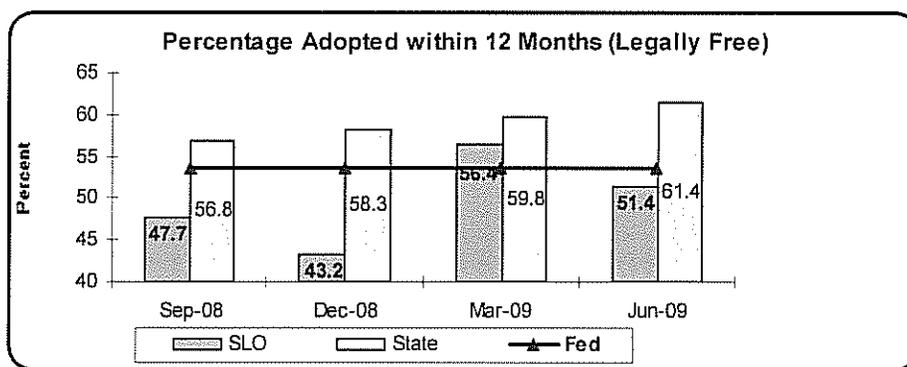
Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

As of December 2009, Probation had 8 foster youth who had been in care for more than 17 months. None of these foster youth became legally free for adoption within 6 months.

C2.5 Adoption within 12 Months (legally free)

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 reasonable success rate of 51.4%. Compared to the Federal standard of 53.7%, one child than the 19 child benchmark for adoption finalizations was realized after being legally free for 12 months. There has been a consistent history over 9 quarters of nearing the Federal standard but not achieving success. This measure was Child Welfare Services' focus for the recent Peer Quality Case Review, and preliminary data for future quarters indicates that success in this area will be achieved.



	September 2008		December 2008		March 2009		June 2009	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	47.7	21/44	43.2	16/37	56.4	22/39	51.4	18/35
State	56.8		58.3		59.8		61.4	
Federal Standard	53.7		53.7		53.7		53.7	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

As of June 2009, Child Welfare Services had 18 out of 35 foster youth become legally free during the year and adopted in less than 12 months. This represents 2 fewer children than the Federal standard.

- Age group 1-2 had the highest number of adoptions – 8 of the 18 children adopted were in this age group
- 10 were white children and 8 were Hispanic
- 11 were female and 7 were male
- The highest number of adoptions took place with relative and non-related extended family member placements

Child Welfare Services' Adoption results have improved dramatically between the first and second quarter ending June 2010. This can be seen in Composite 2: Timeliness of Adoption. 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. A designated Program Manager monitored and audited the regional approaches to Concurrent Planning and reported on the strengths and needs of various processes. A

standardized approach was then recommended in order to ensure uniformity and efficiency. Key areas of focus and improvement included:

- Assigning an adoption secondary to all Family Reunification cases prior to Disposition
- Incorporating the “warm handshake” 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 foster parent 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, 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 Peer Quality Case Review focus for Child Welfare Services was on measure C2.5 Adoption within 12 Months (Legally Free). The Peer Quality Case 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:

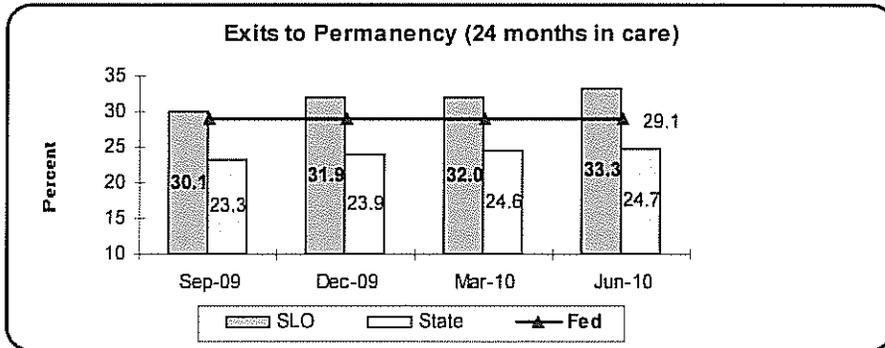
- Improving WIC 366.26 court report content to reduce contested hearings and adoption delays by incorporating more in depth details about sibling relationships and references to post permanency mediation.
- Maintaining and controlling the adoption finalization court calendar.
- Tracking adoption cases 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.

C3.1 Exits to Permanency (24 months in care)

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 June 2010, 33.1% of Child Welfare Services foster children exited to permanency after 24 months of care. This was higher than the state rate of 24.7% 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.

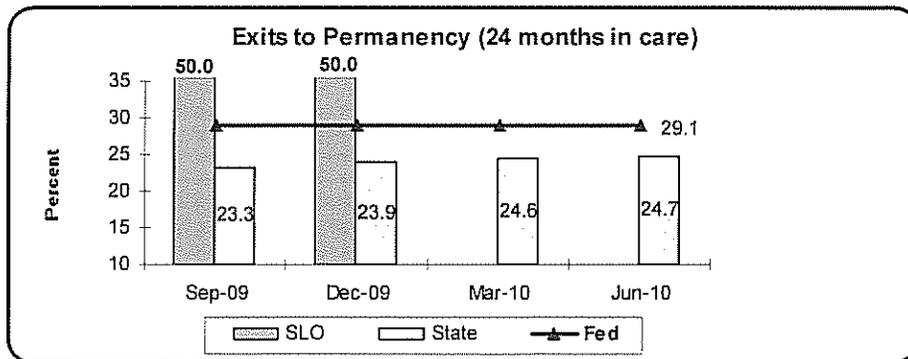


	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	30.1	34/113	31.9	37/116	32.0	34/106	33.1	34/103
State	23.3		23.9		24.6		24.7	
Federal Standard	29.1		29.1		29.1		29.1	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Out of the 103 children in foster care, 1 was reunified with their parents or primary caregivers and 18 were adopted by the last day of the year and prior to turning 18. 15 children exited to guardianship. Of these 34 children that exited to permanency, 17 were white, 15 were Hispanic and 2 were black. Based on gender demographics, females had a higher number of exits – 19 of the 51 females (37%) and 15 of the 52 (29%) males were reunified or adopted. Foster youth placed with relatives or non-related extended family members had the highest number of reunifications and adoptions.

Probation did not have any foster children exit to permanency after 24 months of care. Due to the low number of children details are not provided in order to protect confidentiality.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	50.0	2/4	50.0	4/8	0.0	0/6	0.0	0/5
State	23.3		23.9		24.6		24.7	
Federal Standard	29.1		29.1		29.1		29.1	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

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 for 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 that a child make the fewest moves; 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 to help foster youth achieve permanency, as well as advocating for fewer placement changes and more guardianships and adoptions.

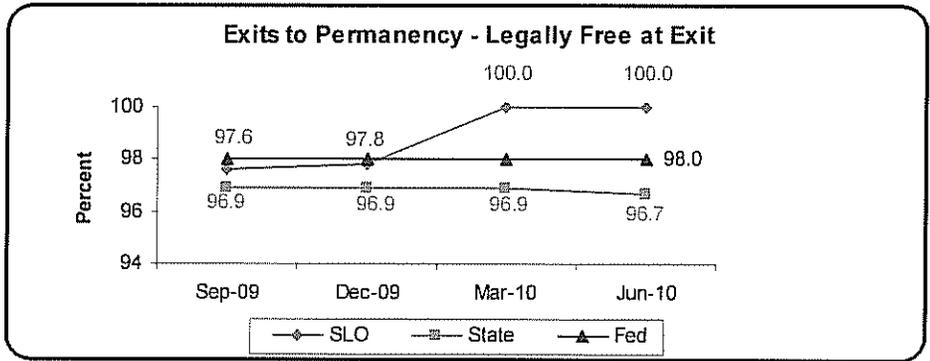
At the time of this report, Probation and Child Welfare Services are very excited to be collaborating on what is believed to be the first adoption of a probation youth through the juvenile delinquency court in San Luis Obispo County.

C3.2 Exits to Permanency (legally free at exit)

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 June 2010, Child Welfare Services' percentage of children legally free who were discharged to a permanent home prior to turning 18 was 100% (54 out of 54 children), higher than the state standard of 96.7% and the Federal standard of 98%. Child Welfare Services' performance on this measure has been fluctuating since 2008. In the beginning of 2009 the Concurrent Planning process was revitalized and strengthened. Since then, we have been trending in a positive direction. As of June 30, 2010, we were 100% compliant. A strong

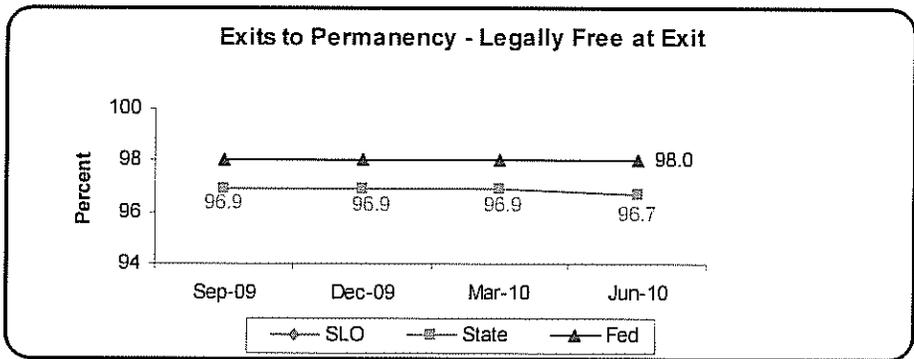
Concurrent Planning process will help maintain a strong performance on this measure and allow focus on efforts in another area.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	97.6	41/42	97.8	45/46	100.0	48/48	100.0	54/54
State	96.9		96.9		96.9		96.7	
Federal Standard	98.0		98.0		98.0		98.0	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Probation did not have any children who had been in care for less than 3 years exit to permanency. Due to the low number of children details are not provided in order to maintain confidentiality.



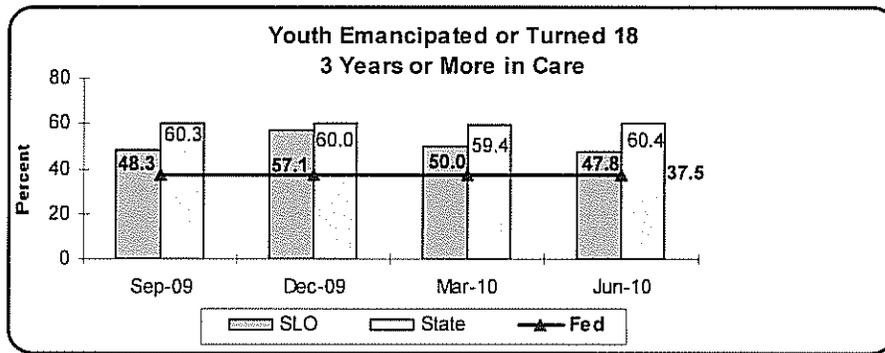
	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	0	0/0	0	0/1	0	0/1	0	0/1
State	96.9		96.9		96.9		96.7	
Federal Standard	98.0		98.0		98.0		98.0	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

C3.3 In care 3 years or longer (emancipated/age 18)

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.

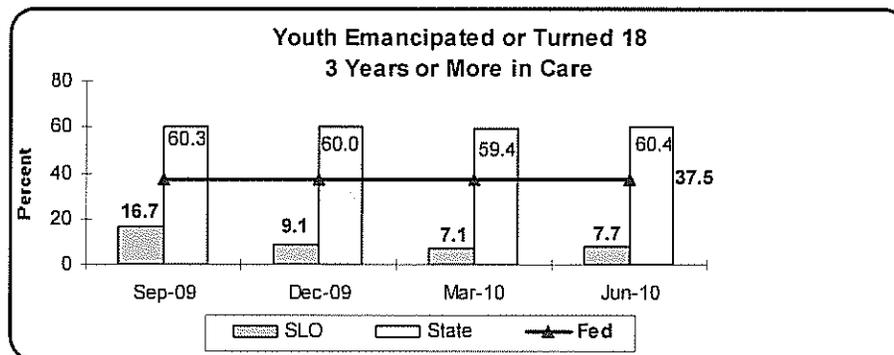
As of June 2010, 11 of the 23 children (47.8%) who emancipated or turned 18 were in care 3 years or longer. This was lower than the state standard of 60.4%, but higher than the Federal standard of 37.5%. The county has been higher than the federal standard since September of 2008. As of June 30, 2010, Child Welfare Services was 10.3% above the Federal standard of 37.5%. 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.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	48.3	14/29	57.1	16/28	50.0	14/28	47.8	11/23
State	60.3		60.0		59.4		60.4	
Federal Standard	37.5		37.5		37.5		37.5	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Of the 13 children placed in foster care by Probation during the year who either emancipated or turned 18 while still in care, only 1 (7.7%) had been in foster care for 3 years or longer.



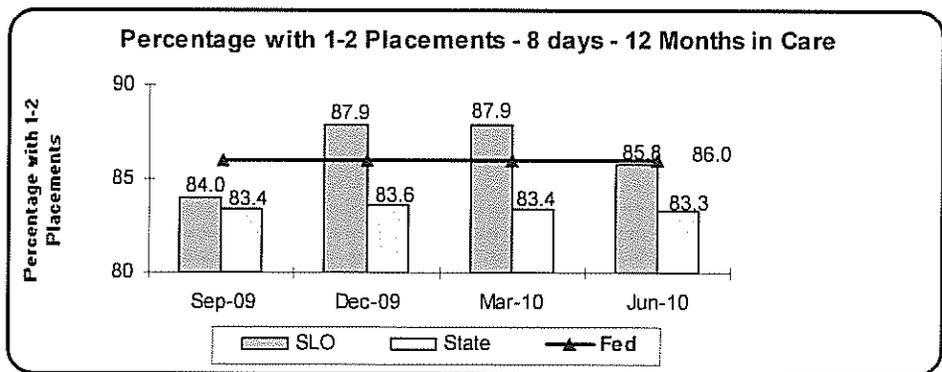
	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	16.7	2/12	9.1	1/11	7.1	1/14	7.7	1/13
State	60.3		60.0		59.4		60.4	
Federal Standard	37.5		37.5		37.5		37.5	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

C4.1 Placement Stability (8 Days to 12 Months in Care)

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 June 2010, of Child Welfare Services' 233 children served in foster care during the year who were in foster care for at least 8 days but less than 12 months, 200 children (85.8%) had two or fewer placement settings.



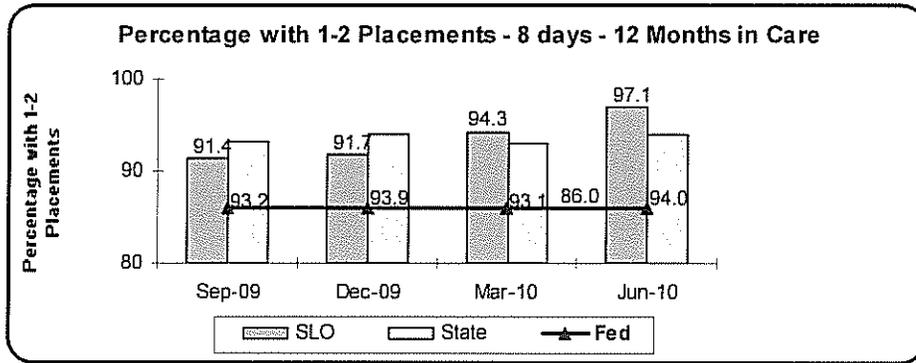
	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	84.0	200/238	87.9	197/224	87.9	204/232	85.8	200/233
State	83.4		83.6		83.4		83.3	
Federal Standard	86.0		86.0		86.0		86.0	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Reasons for Child Welfare Services success with this measure include a policy of placing with relatives or non-related extended family members whenever possible and a revitalized concurrent planning process. Placing children with people they have an established relationship with supports placement stability by maintaining family ties and facilitating family reunification. It can also help to keep siblings together and prevent further disruption by keeping youth in their school and community. 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 for the caregiver to express any concerns.

Of Probations' 35 children served in foster care during the year who were in foster care for at least 8 days but less than 12 months, 34 children (97.1%) had two or fewer placement settings. This exceeds both the state and Federal standards.



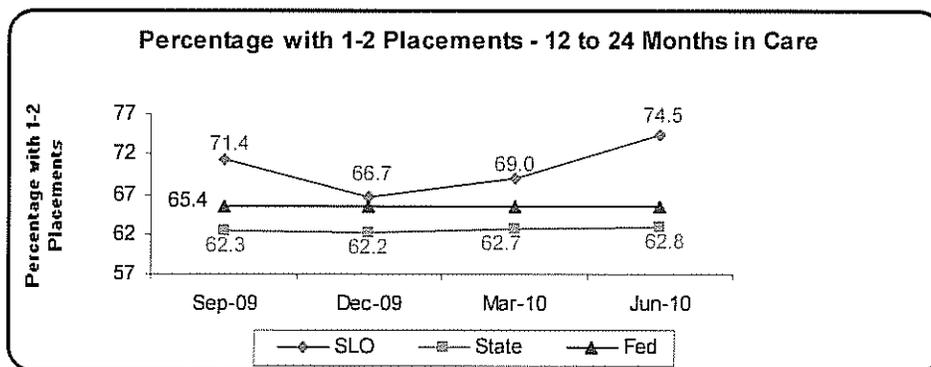
	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	91.4	32/35	91.7	33/36	94.3	33/35	97.1	34/35
State	93.2		93.9		93.1		94.0	
Federal Standard	86.0		86.0		86.0		86.0	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

C4.2 No more than two placements within 12 months

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 June 2010, of the 101 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, 76 children (75.2%) had two or fewer placement settings. Child Welfare Services has been consistently above the Federal standard since December 2008. As of June 30, 2010, Child Welfare Services was 9.8% above the Federal standard of 65.4%. Contributing to the consistent success is an ability to find either a stable placement or reunify the family within 2 years. While there was a decision to focus on the placement stability composite, Child Welfare Services is not struggling with this particular outcome.

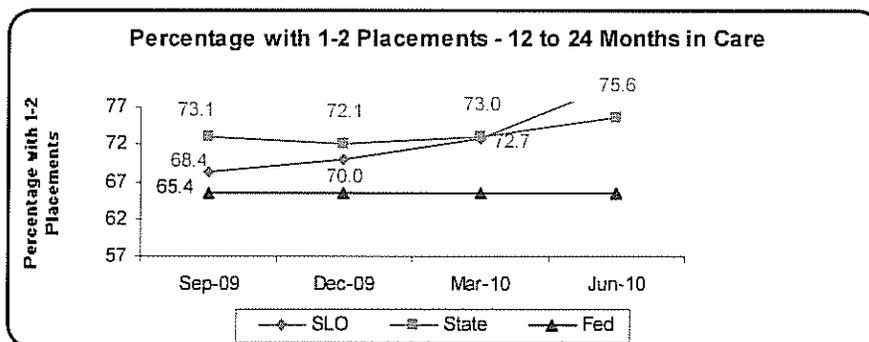


	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	71.4	70/98	66.7	64/96	69.0	78/113	75.2	76/101
State	62.3		62.2		62.7		62.8	
Federal Standard	65.4		65.4		65.4		65.4	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

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 success 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 Foster Home, the foster parents 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.

Of the 20 Probation children served in foster care during a year who were in foster care for at least 12 months but less than 24 months, 16 children (80%) had two or fewer placement settings. This is above both the state and Federal standards.



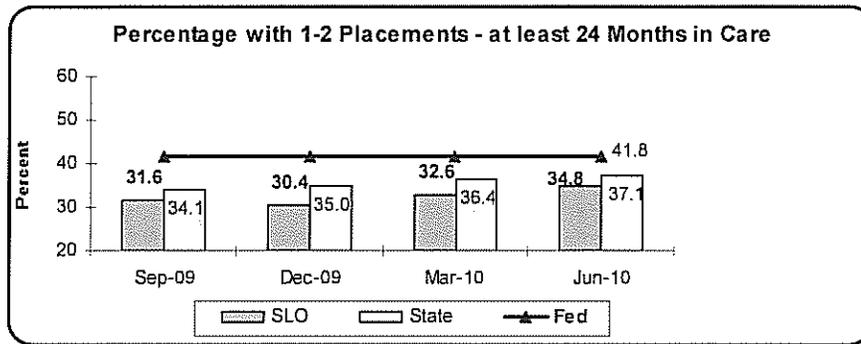
	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	68.4	13/19	70.0	14/20	72.7	16/22	80.0	16/20
State	73.1		72.1		73.0		75.6	
Federal Standard	65.4		65.4		65.4		65.4	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared DSS Information Reporting Team

C4.3 No more than two placements within 24 months

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.

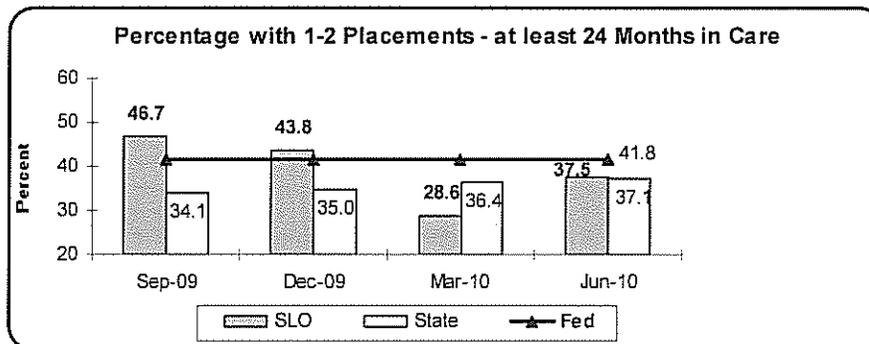
As of June 2010, of the 138 children served in foster care during the year that were in foster care for at least 24 months, 48 children (34.8%) had two or fewer placement settings.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	31.6	50/158	30.4	45/148	32.6	44/135	34.8	48/138
State	33.2		32.9		32.9		32.9	
Federal Standard	41.8		41.8		41.8		41.8	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Of the 16 Probation children served in foster care during the year who were in foster care for at least 24 months, 6 children (37.5%) had two or fewer placement settings.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	46.7	7/15	43.8	7/16	28.6	4/14	37.5	6/16
State	34.1		35.0		36.4		37.1	
Federal Standard	41.8		41.8		41.8		41.8	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by Department of Social Services Information Reporting Team

While Child Welfare Services is still striving to meet the Federal standard, there has been ongoing improvement since December 2007, when 30.8% of children had two or fewer placement settings. In an effort to achieve more stable placements, Child Welfare Services has implemented policies and processes that support foster homes. A Team Decision-Making meeting is required before a child is moved from the home or a placement. Structured Decision Making 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 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 in making 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.

Another policy benefitting this measure is the opportunity for prospective caregivers to identify what type of home they will provide: Foster Care, Adoption Only, 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.

To support Social Workers' efforts in making successful placements for children in care, the Foster Home Administrative Database was created. This database is used by Recruitment, Licensing, Placement and Adoptions Social Workers to provide up to date information on foster homes, from inquiry through placement and adoption.

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 processes that strengthen the relationships between county foster homes and Child Welfare Services. The goal of the Atascadero School Placement Empowerment Network (ASPEN) is to develop and maintain a network of pre-approved foster homes within school communities so that placements familiar to youth are available should the need for foster placement arise. Streamlining this recruitment program will enable us to implement ASPEN into the other school districts in the county without creating a significant fiscal impact.

Additional efforts that could help support this area include:

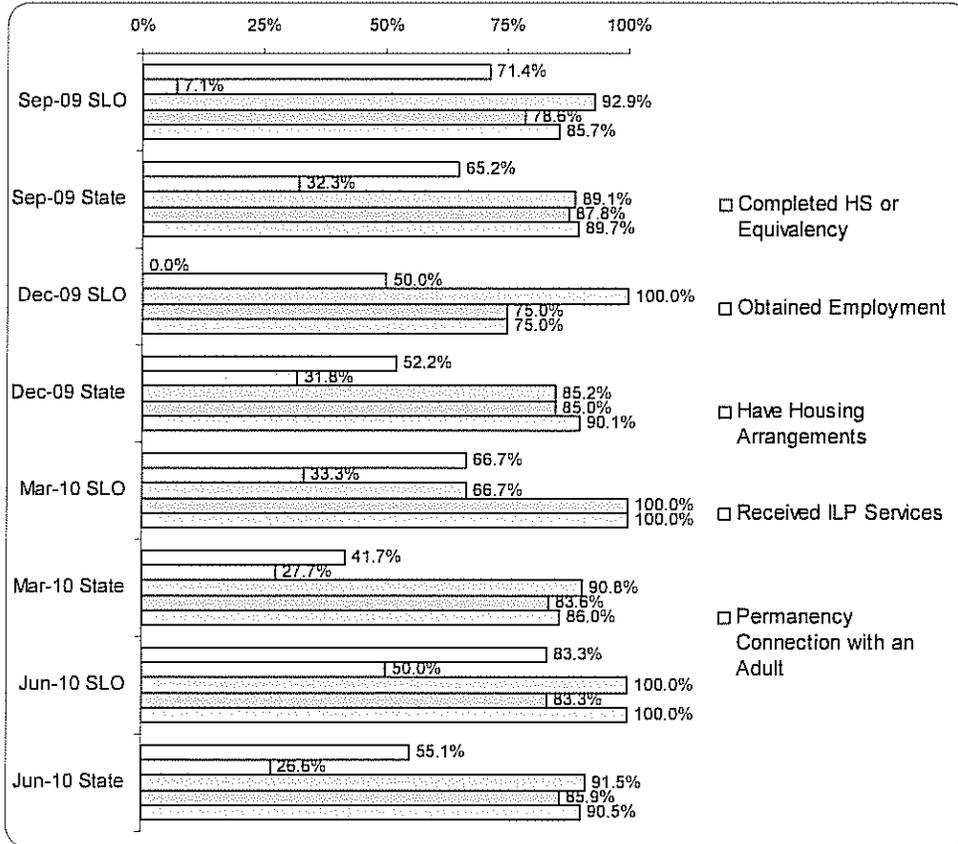
- Strengthening placements with family and friends
- Recently revised State Licensing regulations that support Prudent Parent Standard and allow foster youth to live a more "normalized" life
- Providing training for non-related extended family members
- Providing better information to non-related extended 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
- Facilitating a meeting between foster parents 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 foster parents may have about each other and build relationships between the foster parents 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

Although meeting or exceeding the state averages and federal standards on most of the placement stability outcome measures, Probation decided to focus on this outcome measure for the Peer Quality Case Review based on some active trends at the time. Probation has already taken steps to address some of the recurring themes that arose from that process, including the need for greater youth and family input and involvement in placement decisions and the need for additional training for placement officers. Some initial placement procedures have been modified to better inform and involve the family in the placement process. Additionally,

Placement Officers have attended concurrent planning and case planning trainings since the Peer Quality Case Review occurred.

8A Children Transitioning to Self-sufficient Adulthood

The exit outcomes for youth who age out of foster care in San Luis Obispo County are 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, 83.3% of youth receive ILP Services, slightly lower than the state average of 85.9%. While it is not mandatory for youth to take part in ILP services, both Child Welfare Services and Probation encourages participation in the program.



	Completed HS or Equivalency		Obtained Employment		Have Housing Arrangements		Received ILP Services		Permanency Connection with an Adult	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count
Sep-09 SLO	71.4	10/14	7.1	1/14	92.9	11/14	78.6	11/14	85.7	12/14
Sep-09 State	65.2		32.3		89.1		87.8		89.7	
Dec-09 SLO	0.0	0/4	50.0	2/4	100.0	4/4	75.0	3/4	75.0	3/4
Dec-09 State	52.2		31.8		85.2		85.0		90.1	
Mar-10 SLO	66.7	2/3	33.3	1/3	66.7	2/3	100.0	3/3	100.0	3/3
Mar-10 State	41.7		27.7		90.8		83.6		86.0	
Jun-10 SLO	83.3	5/6	50.0	3/6	100.0	6/6	83.3	5/6	100.0	6/6
Jun-10 State	55.1		26.6		91.5		85.9		90.5	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

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 Independent Living Program for San Luis Obispo County in July 2007. The contract includes permanency services and activities. Cuesta College is committed to the mission of permanency, and employs two 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 needs; 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 a:
 - 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),
 - And must maintain a C average or better
- California Youth Coalition is a statewide youth-run organization for former and current foster youth ages 14 to 24. California Youth Coalition advocates for change in the foster care system, encourages the foster youth to use their voice to make positive change, builds leadership skills and informs legislators of foster youth needs and policy development.

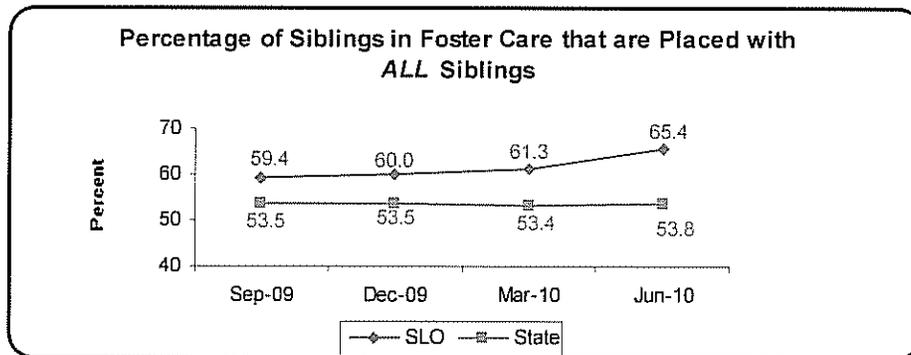
Outcome 4: The continuity of family relationships and connections is preserved for children

4A Siblings Placed Together in Foster Care

Sibling groups are identified at the county level, and 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

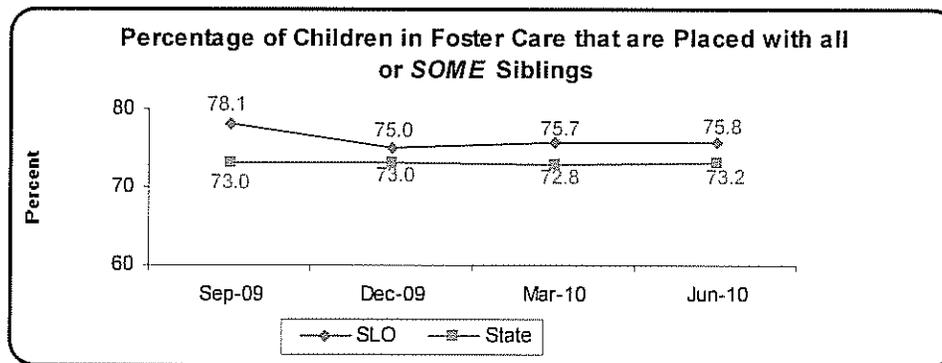
from the CWS/CMS Client Relationship table) and placement address variables (derived from the facility address information from the Placement Home table) are used to locate all whole, half, and stepsiblings, as well as maternal siblings.

San Luis Obispo County's percentage of siblings that were placed with all siblings was 65.4%, well above the state average of 53.8%.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	59.4	95/160	60.0	96/160	61.3	106/173	65.4	119/182
State	53.5		53.5		53.4		53.8	

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 June 2010, San Luis Obispo County's rate was 75.8%, above the state average of 73.2%.



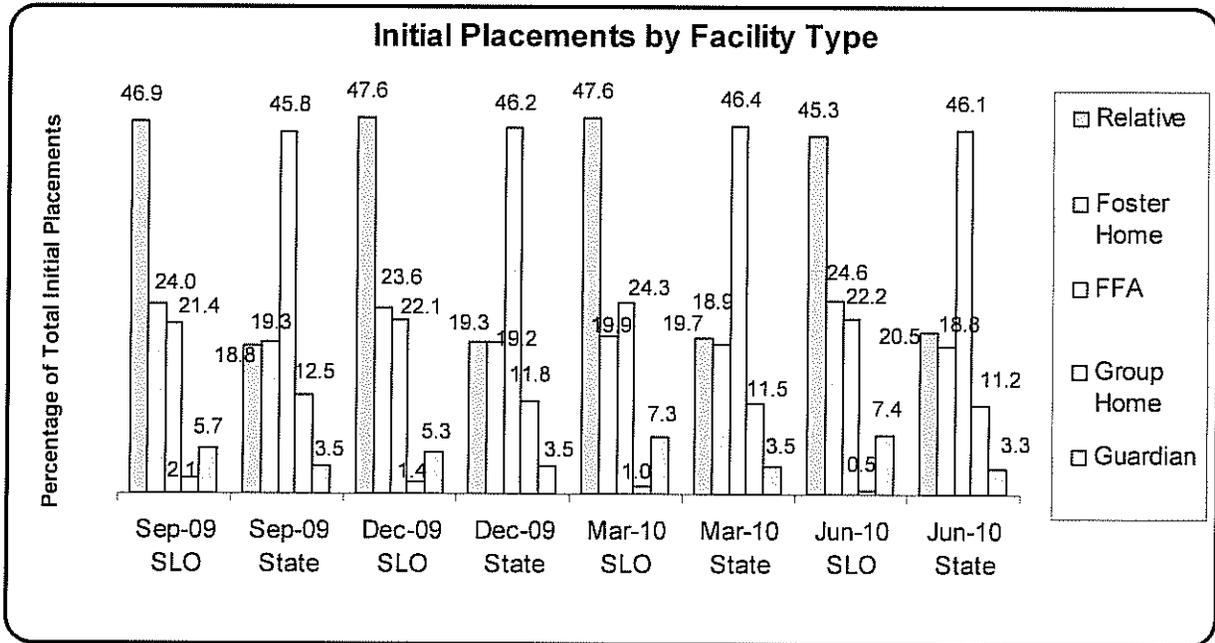
	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	78.1	125/160	75.0	120/160	75.7	131/173	75.8	138/182
State	73.0		73.0		72.8		73.2	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by Department of Social Services Information Reporting Team

4B Foster Care Placement in Least Restrictive Settings - point in time/in-care

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) or an open case, referral, or state id county code (Probation) on the count day.

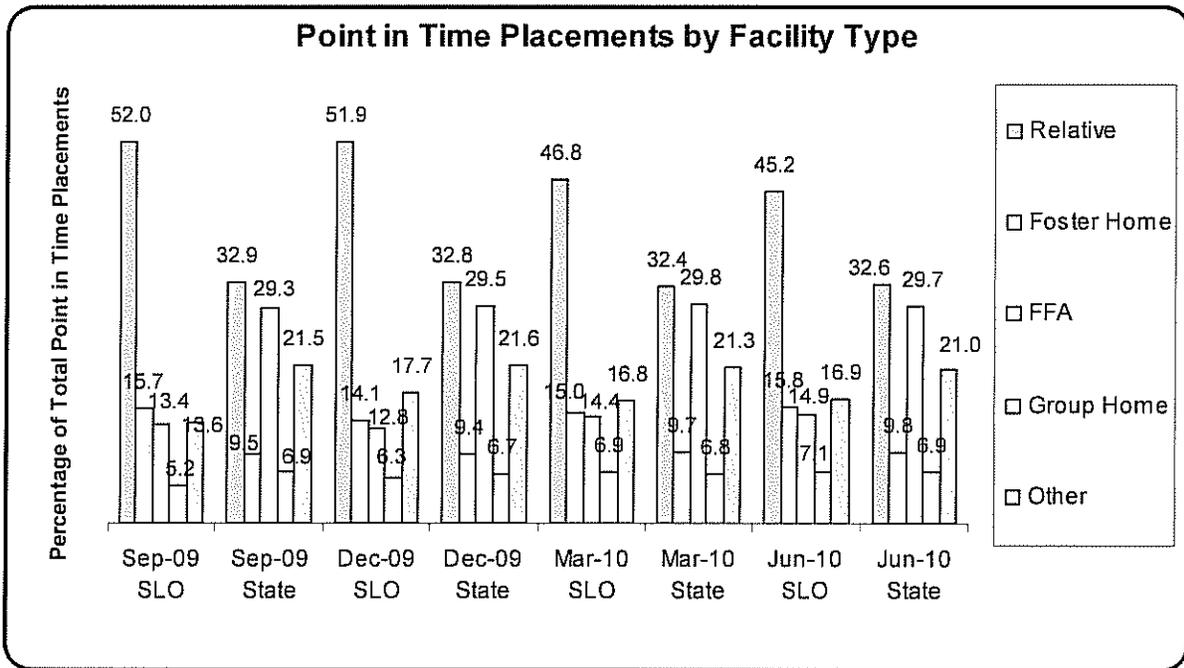
As of June 2010, there were 203 Child Welfare Services children placed into foster care. 45.3% (92 children) of initial placements were in relative placement, 24.6 % (50 children) were in county-licensed foster homes, 22.2 % (45 children) were in Foster Family Agency placements, 0.5 % (1 child) was in a group home, and 7.4 % (15 children) were placed with guardians.



	Relative		Foster Home		FFA		Group Home		Guardian	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count
Sep-09 SLO	46.9	90/192	24.0	46/192	21.4	41/192	2.1	4/192	5.7	11/192
Sep-09 State	18.8		19.3		45.8		12.5		3.5	
Dec-09 SLO	47.6	99/208	23.6	49/208	22.1	46/208	1.4	3/208	5.3	11/208
Dec-09 State	19.3		19.2		46.2		11.8		3.5	
Mar-10 SLO	47.6	98/206	19.9	41/206	24.3	50/206	1.0	2/206	7.3	15/206
Mar-10 State	19.7		18.9		46.4		11.5		3.5	
Jun-10 SLO	45.3	92/203	24.6	50/203	22.2	45/203	0.5	1/203	7.4	15/203
Jun-10 State	20.5		18.8		46.1		11.2		3.3	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

As of July 1, 2010, Child Welfare Services had 323 children placed in out-of home care. 45.1% (146 children) were placed with relatives, 15.6% (51 children) were placed in county-licensed foster homes, 14.7% (48 children) were placed in Foster Family Agency homes, and 7.1% (23 children) were placed in group homes. The remaining 17.5% (47 children) were in other placements, including transitional housing, guardianship, and trial home visits.



	Relative		Foster Home		FFA		Group Home		Other	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count
Sep-09 SLO	52.0	159/306	15.7	48/306	13.4	41/306	5.2	16/306	13.6	42/306
Sep-09 State	18.8		19.3		45.8		12.5		3.5	
Dec-09 SLO	51.9	166/320	14.1	45/320	12.8	41/320	6.3	20/320	17.7	48/320
Dec-09 State	19.3		19.2		46.2		11.8		3.5	
Mar-10 SLO	46.8	156/333	15.0	50/333	14.4	48/333	6.9	23/333	16.8	56/333
Mar-10 State	19.7		18.9		46.4		11.5		3.5	
Jun-10 SLO	45.2	146/323	15.8	51/323	14.9	48/323	7.1	23/323	16.9	55/323
Jun-10 State	20.5		18.8		46.1		11.2		3.3	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

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.

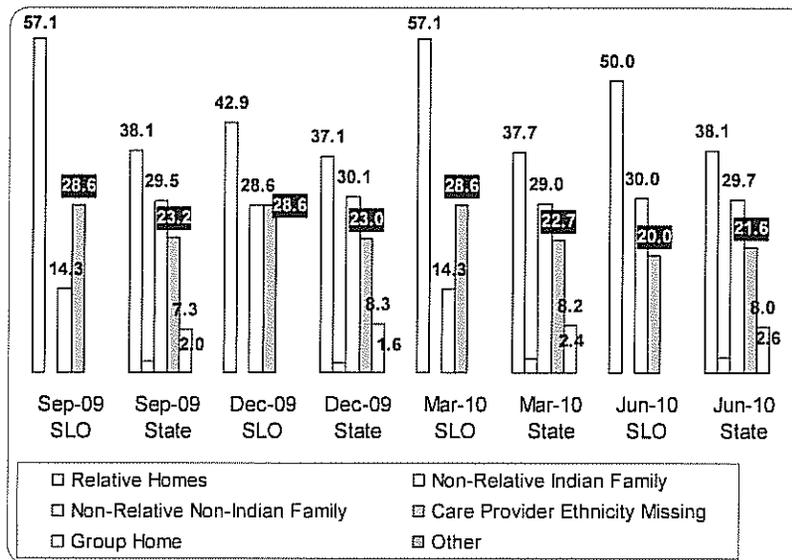
San Luis Obispo County has a higher than average rate of placements into relative homes. The County has further increased the rate of primary placements with relatives, and achieved below average rates for all other types of primary placements. The practice of asking for family input regarding placement 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 foster parents to participate in case planning.

Because of San Luis Obispo County's success in this outcome, this area was not a focus of either the County Self-Assessment or the Peer Quality Case 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, in an effort to continue to improve this outcome. Probation in particular is hoping to increase the percentage of placement youth who are in less restrictive levels of foster care, such as relative and non-relative extended family member homes as well as licensed foster homes.

4E Rate of Indian Child Welfare Act (ICWA) Placement Preferences

San Luis Obispo County's 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 June 30, 2010, Child Welfare Services identified 10 foster children who met the ICWA criteria. 5 (50%) Native American foster children were placed with non-relative, non-Indian (or unknown ethnicity) substitute care providers and 5 (50%) were placed with a relative. There is no ICWA placement data available for Probation.



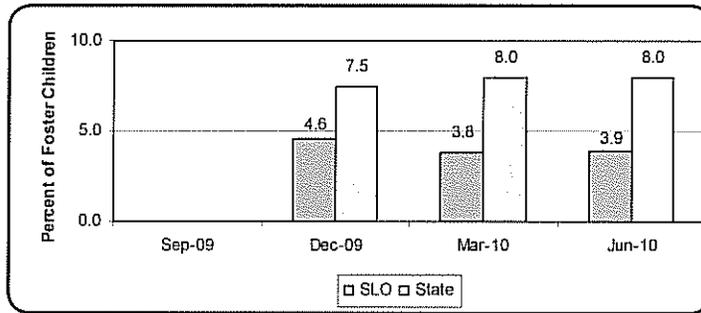
Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

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.

Outcome 6: Children receive services appropriate to their educational needs

6B Individualized Education Plan

As of June 2010, 13 of 331 (3.9%) of children in foster care in San Luis Obispo County (both Child Welfare Services and Probation) have Individualized Education Plans.



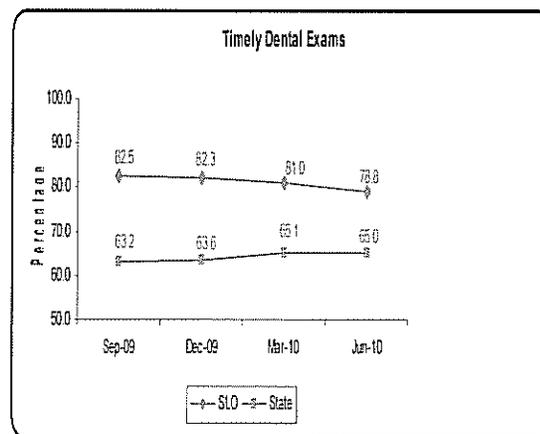
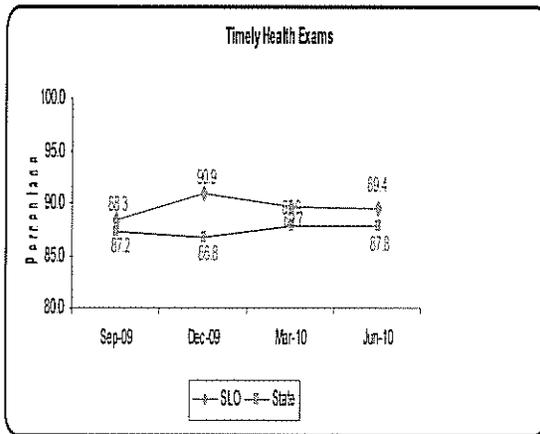
	December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count
San Luis Obispo	4.6	14/305	3.8	12/318	3.9	13/331
State	7.5		8.0		8.0	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Outcome 7: Children receive services adequate to their physical, emotional and mental health needs

5B Timely Health/Dental Exams

These reports track the percentage of foster children receiving timely health and dental exams. These are new state measures that became effective December 2008. In the current quarter, San Luis Obispo County's averages are comparable to the State average in the current quarter. As of June 30, 2010, 89.4 % of children in foster care in San Luis Obispo County (both Child Welfare Services and Probation) receive timely health exams and 78.8% receive timely dental exams. In both cases, San Luis Obispo County is performing above the state average. A partnership with Public Health and the work of a co-located Public Health Nurse, contributes to success in these measures. Updating the related desk guides and continuing awareness trainings will ensure continued success in this outcome.

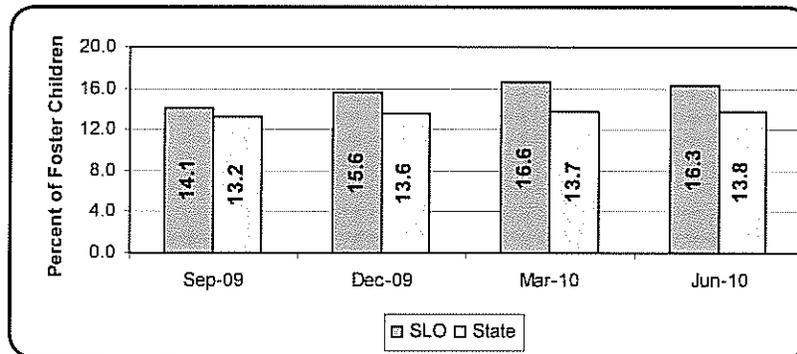


		September 2009		December 2009		March 2010		June 2010	
		Percent	Count	Percent	Count	Percent	Count	Percent	Count
Timely Health Exams	San Luis Obispo	91.4	243/266	90.9	240/264	89.7	244/272	89.4	245/274
	State	87.2		86.8		87.9		87.8	
Timely Dental Exams	San Luis Obispo	82.5	175/212	82.3	172/209	81.0	175/216	78.8	167/212
	State	63.2		63.6		65.1		65.0	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

5F Authorized for Psychotropic Medications

San Luis Obispo County is also above the state average in the percent of children authorized for psychotropic medications. As of June 2010, 59 out of 362 children (16.3%) were authorized for psychotropic medications.



	September 2009		December 2009		March 2010		June 2010	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
SLO	14.1	47/334	15.6	52/333	16.6	60/361	16.3	59/362
State	13.2		13.6		13.7		13.8	

Source: CWS/CMS 2010 Quarter 2 Extract, prepared by DSS Information Reporting Team

Systemic Factors

Relevant 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
- 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

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 SafeMeasures, and 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 still occur occasionally, but are no longer a major issue. Data quality is high and data accessibility is also good. In-house reports are most often 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.

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)

In November of 2009, Probation implemented a comprehensive case management system called Monitor. This system has enabled 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 Criminal Justice Information System.

In late 2010 and early 2011, Probation began the implementation of CWS/CMS for placement cases. The process consisted of a planning and orientation phase and was followed by an end

user training prior to implementation. The process was a testament to the working relationship between Probation and Child Welfare Services, as Child Welfare Services not only provided technical advice and assistance to Probation but also a training room as well as ongoing support to Probation in this venture.

Implementing CWS/CMS has presented challenges for Probation and created some additional and duplicative data entry requirements between the two case management systems. However, the end result is expected to have a positive impact on the recording of Probation placement outcome measures and should enable even more meaningful future involvement of Probation in the Child and Family Services Review process in the future.

The designated Office of Child Abuse and Prevention (OCAP) liaison 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 San Luis Obispo Child Abuse Prevention Council (SLO-CAP) track units of service provided and demographics on the population served via excel and access databases. This information is conveyed to the Children's Services Network manager via email and put into the required reporting format. The Children's Services Network manager submits the annual report to OCAP. Additionally, SLO-CAP 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 SLO-CAP Board 10 times per year at public meetings.

Case Review System

Court Structure/Relationship

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 Presiding Judge sits on the bench for this Court. The Juvenile Court Judge also presides over delinquency court and the dependency court. A Commissioner presides over Dependency Drug Court. 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.

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 Dependency Drug 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. Dependency Drug Court 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 the Dependency Drug Court. The 2009-2010 Dependency Drug Court Outcome report shows that children whose parents participated were reunified

sooner and had an average of 2.2 foster care placements compared to an average of 3.6 placements for all other foster children. In addition, the current rate of re-referral for parent's who complete Dependency Drug Court is 0% compared to 6.7% for parents not participating in Dependency drug Court.

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 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 must 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.

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, 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. The Court Stakeholders also participated in a focus group for the recent Peer Quality Case Review, and are kept apprised of improvement efforts. 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 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 staffings. 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, and 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

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 usually scheduled in advance. Special 3-Month Review hearings to assess parent case plan progress made toward reunification are requested for all children who are three years old or younger at the time of detention. 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 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 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 foster parents, 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 open conversation in the courtroom.

Many 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.

Adoption staff and Legal Processing staff are responsible for WIC 366.26 hearings and their timeliness. The 366.26 hearings are set at the 366.21 or 366.22 hearing. 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.

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

Child Welfare Services believes that case plans should be informed by the Structured Decision Making Family Strengths and Needs Assessment. 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 Structured Decision Making 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 Family Strengths and Needs Reassessment is completed, and the case plan is updated in collaboration with the Social Worker, the defined team and the family.

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. Families and prospective foster parents are encouraged to attend Team Decision-Making meetings, consider being a foster care placement, and consider adoption as a concurrent plan.

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 age 3 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, 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.

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 and 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.

Permanency Case Managers research every avenue available to identify potential family and friends who might be appropriate and/or available as a permanent connection or a permanent living situation. A Permanency Case Manager is assigned to youth who are currently in a Planned Permanent Living Arrangement/Permanency Placement status, are 10 years and older, and do not have an identified adoption plan. Permanency Case Managers identify cases by reviewing a monthly report provided by the Information Reporting Team. They identify all youth in a Permanency Placement status, prioritizing youth by number of years in placement. There is an additional focus on youth nearing emancipation age, youth not having significant connections, youth experiencing a high number of placement changes, and youth with prior dependencies. The Permanency Case Managers attend regional concurrent planning staff meetings to offer expertise and to learn of children in care in need to Permanency Services. The primary duties of the Permanency Case Manager are to:

- Interview and complete assessments with youth to identify significant individuals
- Review case files and CWS/CMS history to identify significant individuals
- Complete a family tree for each youth
- Contact the identified individuals to assess their level of commitment to the youth
- Facilitate bi-monthly Permanency Case Staffing with the Social Worker, Social Worker Supervisor, and other relevant staff
- Complete picture and profile to be included in the Adoptions Binder to be shown at foster parent trainings
- Refer youth for other adoption outreach, such as the Heart Gallery
- Complete a Guaranteed Preparation Packet for youth upon emancipation

Upon completion of work on a case, a comprehensive package including information gathered by the Permanency Case Manager is created and provided to the Social Worker's supervisor. The supervisor reviews the packet to ensure that all permanent adult connections have been

explored and assists the Social Worker with any potential barriers. The supervisor meets with the Social Worker to review the permanency services packet and discusses services and steps to be taken to explore permanent adult connections. The supervisor also ensures that the youth remains involved in decisions and in the consensus-based process of decision-making. The Social Worker then ensures that all of the above factors are addressed and assists the identified significant adults with needed services to help establish connections to youth. In the event that no identified significant adult is available the Social Worker will return the packet to their supervisor to explore future connections with permanency placement staff.

It is the policy of Child Welfare Services that every child/youth in permanent placement will achieve permanency, safety, and well being as a result of ongoing child/youth family team meetings. For children/youth ages 10-15 years old in Permanency status, the initial and subsequent Permanency Team Meetings are the vehicles for helping to ensure these outcomes. For youth ages 16 years and older who are in Permanency status, the initial and subsequent Life Team Meetings are the vehicle for helping ensure these outcomes.

The Life Team Meeting helps set the stage for a successful transition to adulthood, while building permanent connections. At each and every Life Team Meeting, all reasonable efforts will be made to finalize a permanent plan for the youth and prepare the youth for adult life. Services are not withheld if a youth does not attend or wish to participate, as not all circumstances are appropriate. The Social Worker consults with their supervisor and regional manager prior to the decision not to hold a Life Team or Permanency Team Meeting.

Additionally, it is the policy of Child Welfare Services and Probation that every youth in placement shall have a signed Transitional Independent Living Plan prior to the youth's 16th birthday per Division 31-236. Transitional Independent Living Plan 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 Transitional Independent Living Plan will be signed and entered into CWS/CMS within 30 days of the start of services.

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 Motivational Interviewing 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.

General Case Planning and Review

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

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 Food Stamps), 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 Child Welfare

Services and Welfare to Work case plans. A Coordinated Case Plan helps coordinate 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.

Social Workers receive training in collaborating on case plans and a Case Planning desk guide is available for reference. 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 cases coming due for case plan renewal.

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 MonthlyMeasures template is also used by supervisors and managers.

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. Internal departmental staffings do not include families. Some of the more common meetings involve weekly shelter care staffing, monthly unit meetings, regional case staffings, and centralized case staffings. 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 unit meeting level, the case may be reviewed at regional case staffing. In regional case staffings, linked Participant Services staff, their supervisors and a Regional Manager join the team. If case issues can still not be 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, 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.

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, Family Team Meetings, Permanency Team Meetings, Life Team Meetings, 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.

For 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

the 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 Interagency Placement Committee 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 as well as in regular 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 every six months at a minimum and reviewed and signed by the supervisor as well.

Foster/Adoptive Parent Licensing, Recruitment and Retention

Child Welfare Services maintains consistent standards for foster family homes, including relatives and non-related extended family members. The Staff Development division tracks compliance and works with state the licensing liaisons and Kinship Unit for assistance with questions. Staff Development attends Foster Parent Association meetings, provides trainings for foster parents, and tracks attendance for mandatory foster parent trainings. Additionally, Staff Development ensures that staff receives training on new regulations and procedures, such as the Structured Decision Making for Substitute Care Providers and regulation changes affecting Prudent Parent standards and alternate caregivers. 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 foster parents in both English and Spanish. The Department of Social Services' website, which includes information on becoming a foster parent, 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 foster 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 uses public service announcements, newspaper articles, advertising, and the Heart Gallery to publicize the need for more foster families. The Foster Youth Calendar project builds further awareness of foster care, the needs of foster youth, and serves as a recruitment tool.

The Atascadero School Placement Empowerment Network (ASPEN) is a school-based recruitment effort. Due to a lack of resources, children coming into foster care are frequently placed out of their local communities and experience multiple forms of loss due to their relocation. When children can maintain placement within their local community the types and number of losses a child experiences can be significantly reduced. School-based recruitments strive to keep children in the same school, maintain existing relationships with family and friends, and preserve routines with after-school activities. ASPEN began in one school and expanded to a district-wide effort for the 2010/11 school year. Once a structured process has been finalized, Child Welfare Services will work with other school districts to expand this project county-wide.

Child Welfare Services supports and works to retain existing foster/resource parents in a variety of ways. Private funding is sought for the yearly Foster Parent Retreat. Respite services are provided on an emergency basis and respite services for Options for Recovery Homes are provided through 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. The Quality Parenting Project Initiative was implemented in January 2011 as a Recruitment Retention Pilot designed to recruit and retain "Quality Foster Parents." The Quality Parenting Project is sponsored through the Youth Law Center. The first task of the Quality Parenting workgroup was the creation of a brand to define and improve the image of Foster Parents. One of the first goals was to improve communication between Child Welfare Services and caregivers. Other projects include:

- Transition Plans, to ensure seamless placement moves for children
- About Your Child tools, to inform caregivers about the child moving into their home
- Mentoring program for foster parents
- Expansion of the respite care program

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 youth's needs. Child Welfare Services takes into consideration everything about a child and strives to meet the needs of the child, 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, ensures that the foster family receives training from the hospital, or opts to use the Family Care Network, who can bring in an in-home counselor for an assessment. In cases of scarce resources, the Management Team will become involved to develop a plan with Family Care Network or Probation, such as utilizing a Therapeutic Behavioral Service.

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 foster parents, possibly following the Options for Recovery model for ongoing group or individual training and support. Another proposal is to maintain list of currently available foster homes, as some providers will decline placements.

For 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.

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 near term goal in order to better incorporate Team Decision-Making Meetings into the Probation placement process akin to Child Welfare Services.

Quality Assurance System

CAPIT/CBCAP/PSSF

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 Program Manager assigned to be the Children's Services Network 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 Contract Manager. Data is also reported to the Children's Services Network Manager as necessary for the completion of the Annual Report to the Office of Child Abuse Prevention. The Contract Manager, in cooperation with the Children's Services Network Manager, schedules on-site reviews of at least one Office of Child Abuse Prevention 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 Children's Services Network 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 SLO-CAP to implement Community Based Child Abuse Prevention services in collaboration with and reporting to the Children's Services Network and County Board of Supervisors. The entire CBCAP fund of \$17,000 is dedicated to Together We Will - Parent Shared Leadership Academy and parent engagement activities which is modeled after the Connecticut Commission on Children Parent Leadership Institute, an evidence-based program. Evidence-informed 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.

SLO-CAP has developed systems for program evaluation and assessment of client satisfaction for Children's Trust Fund and CBCAP funded services via pre and post tests, surveys, and focus groups. Additionally, several components of Partnership for Excellence in Family Support will ensure consistency among funded agencies which is useful in overall evaluation and capacity building for fund recipients. Examples include annual Peer Reviews among family resource centers receiving Office of Child Abuse Prevention funds and the ongoing implementation of the Family Development Matrix, a tool to help family advocates with case management and measurement of the progress of the families they serve. Three Office of Child Abuse Prevention funded family resource centers in San Luis Obispo County are currently using the Family Development Matrix.

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 Children's Services Network already collects quantitative data on the population served. The improved system will utilize consumer feedback captured 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 Children's Services Network Manager will monitor the contractor's implementation and resolution of the corrective action plan.

Child Welfare Services/Probation

Many of the quality assurance systems used by Child Welfare Services and Probation were discussed above in the Relevant Management Information Systems and Case Review System sections. Additionally, the recent County Self-Assessment Community Forums provided both Child Welfare Services and Juvenile Probation with community and partner agency feedback. Both agencies plan to continue these forums on a regular basis to provide an opportunity for continuous feedback.

Child Welfare Services embraced the Family to Family Self Evaluation initiative and developed databases designed to meet its unique needs and goals. 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 Foster Home Administration Database tracks county foster homes from the first inquiry during recruitment through licensing. 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. MonthlyMeasures 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

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 from prevention, child welfare and/or probation through after care. CBCAP, CAPIT, PSSF and CTF funds can be used to strengthen the service array of 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), where families and agencies meet together to discuss issues and find possible solutions
- Wrap-Around, to maintain children in the least restrictive placement consistent with safety and protection from abuse and neglect
- CAPSLO, the community action agency who responds to Child Welfare Services Community Response referrals and provides other services to empower individuals and families to achieve economic self-sufficiency and self-determination
- 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. Prevention flyers and promotional materials are available in English and Spanish in the lobbies of all Department of Social Services offices.
- Dependency Drug Court, a program to expedite treatment and monitoring of drug and alcohol issues in order to enhance the possibility of reunification
- Juvenile Drug Court, a substance abuse program for Probation youth which combines treatment and accountability
- Options for Recovery, working to provide nurturing and safe care for medically fragile infants
- Child Development Center, providing services for traumatized and abused youth
- Family Resource Centers and their family advocates
- Martha's Place, providing assessments to all children entering dependency in foster care, ages 0-5, for developmental and/or emotional delays
- 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
- The Salinan and Chumash tribes offer cultural events for native Americans who live in San Luis Obispo and surrounding counties
- Head Start and Early Head Start: offer 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
- Father Involvement Study, offering couples a chance to improve parenting and communication skills
- Women's Shelter programs in both North County and San Luis Obispo, providing shelter and services to victims of domestic violence
- 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 local residential group home
- 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
- Bakari Program, an intervention program for male juvenile offenders which focuses on helping at risk youth improve behavior and gain personal responsibility
- Teens Together Program, an intervention program for female juvenile offenders which focuses on helping at risk youth improve behavior, gain personal responsibility, and steer clear of crime.
- 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, a non-profit network of community health centers located throughout the county
- Twin Cities Community Hospital, serving the North region
- Sierra Vista Regional Medical Center and French Hospital Medical Center, serving the Central region
- Arroyo Grande Community Hospital and Marian Medical Center, serving the South region
- Clinica de Tolosa, a nonprofit children's dental clinic serving children from low-income families throughout San Luis Obispo County
- First 5 Commission funded projects to improve health and enhance education, including Postpartum Depression Support Services, Oral Health Projects, and School Readiness Projects. In 2009-10, First 5 funded programs provided the following:
 - 3,775 children received brief oral health screening services and 998 women and caregivers attended oral health education classes
 - 4,086 children received vision screening services
 - 207 parents received tobacco cessation services and 700 parents received tobacco education and services
 - 770 mothers received breastfeeding assistance
 - 213 children received comprehensive screening and assessments and 749 parents of children with special needs or at risk for delays received referrals and resources
 - 132 four-year old children were enrolled in high-quality preschool programs
 - 230 children participated in transition to Kindergarten programs.
- 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.

Additionally, the Department of Social Services is involved in initiatives designed to increase the efficiency and availability of services, such as Linkages, Differential Response, 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. These needs were frequently mentioned by the staff and the community during both the Peer Quality Case Review and County Self-Assessment.

CAPIT/CBCAP/PSSF 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: CAPSLO, Paso Robles Unified School District, Atascadero Unified School District, 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: CAPSLO, Paso Robles Unified School District, 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 unduplicated in the county, offering support to families with children at high-risk of abuse, neglect, or exploitation. The Child Development Centers partners with family advocates and family partners to increase outreach to Spanish families.
- North County Connection (CAPIT/PSSF): North County Connection provides community recovery and self-help group services.
- Together We Will - Parent Shared Leadership Academy (CBCAP): A 12-week 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. The program is available in both English and Spanish.
- 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: Promoting Healthy Beginnings is a peer-led educational program that provides a safe environment for pregnant and first-time mothers and fathers to discuss topics regarding pregnancy and parenting. Topics for this 7-week course are determined by the parent.
- Celebrating Families 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 (COPE) is a co-parental education class for divorced and divorcing parents, parents with shared custody, and parents without custody, who are involved in continued conflict. 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 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 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. is a 10-week class, providing activity based instruction, support groups, and curriculum addressing the most destructive of adolescent behaviors.
- The Peppertree Parenting Class 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).
- Positive Opportunities for Parenting Success (POPS) groups are led by licensed Marriage and Family Therapists and designed for parents with a child 11 years or younger. POPS uses the Supporting Father Involvement evidence-based curriculum which highlights the potential contributions fathers make to the family. The program is aimed at strengthening fathers' involvement in the family, promoting healthy child development, and preventing key factors implicated in child abuse.

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.

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.

Staff/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.

Since 2007, Child Welfare Services has had a full time employee serving as a field mentor. This position is funded through CCTA and works to support Social Workers and their supervisors by providing one-on-one and group training as needed. This position also allows for a review and standardization of Social Worker and supervisor practice.

The Department of Social Services also provides on-going trainings on Car Seat Safety, 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 and Questioning 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 frequently 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 also made available to co-located staff from other agencies, as well as community partners.

Staff is also encouraged to attend other trainings presented by local colleges and agencies. The Children's Services Network and San Luis Obispo Child Abuse Prevention Council sponsor monthly public forums to educate the community, service providers, and professionals on current and emerging issues in the child abuse and neglect prevention field. The forums feature key speakers from various fields and are open to the public. Attendees have the opportunity to network and brainstorm about better ways to serve the children and families of San Luis Obispo County. Recent topics have included AmeriCorps, Teen Pregnancy, Family Violence, and Understanding the Landscape of Resources for Ages 0-5 in San Luis Obispo County.

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, and staff 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. The local community college offers Parent Resource for Information, Development, Education (PRIDE) training for prospective foster parents and relative caregivers. All county foster parents are required to complete the PRIDE training, which addresses concurrent planning and permanency planning throughout the modules. All relatives and non-related extended family members are invited to attend PRIDE, or the portions of PRIDE that may address their needs. PRIDE training is held several times a year at regional locations. In addition PRIDE is held at various times of the week and various times of day to be useful to resource families and their schedules. The Department of Social Services has quality assurance standards in place with PRIDE instructors and curriculum. In conjunction with CCTA, the Department of Social Services also offers a Foster Parent Academy, with trainings available to both foster parents and Social Workers. Topics include Interacting with Birth Parents, Adoptions, Methamphetamine, Options for Recovery, and a parent panel. All foster parents, relative/non-related extended family

member caregivers, and adoptive parents are sent a list of the current course offerings on a monthly basis.

The local Foster Parent Association meets monthly and provides support for foster parents. The Department of Social Services also distributes the quarterly Parent Empowerment Newsletter, the PEN, to educate, support and connect foster, adoptive, resource and kinship parents. For adoptive parents, Specialized Training for Adoptive Parents offers a mentor program, respite care, therapeutic consultations, training stipends, trainings for parents, and an experiential preparatory home study class.

Probation Placement Officers not only are 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 UC Davis Center for Family Focused Practice recently put on a "Secrets of Case Planning Training" in San Luis Obispo for all Juvenile Probation Officers which covered 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.

The CAPIT/PSSF liaison 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 SLO-CAP and its contractors, as well as options for formal training.

\$500 is set aside annually from CAPIT specifically for training scholarships for parents and family advocates to attend conferences and training events pertaining to family strengthening. Similarly, SLO-CAP provides CBCAP-funded scholarships for parents to attend conferences and training events. The CAPIT/ PSSF liaison's attendance at required trainings 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:

- Family Development Matrix – the Family Development Matrix project coordinator recruits, orients, and trains new agency partners on this data collection tool in an effort to streamline family support processes and case management tools for CAPIT and PSSF recipients.
- 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 Engagement/Leadership portion of PEFS is responsible for planning, implementing, and integrating Together We Will – 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 Collaborations

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 community 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. Close to 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.

As discussed throughout this report, 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, the Family Care Network, 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, and Team Decision-Making Meetings to ensure the family has a voice in the decision making and services are efficiently 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 Cuesta College for the San Luis Obispo Independent Living Program which empowers youth through education, life skills training, advocacy, workforce development, and community collaboration
- Contract with CAPSLO 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 to provide emergency shelter care and intervention services for foster children and youth
- MOUs with both Aspiranet and the Kinship Center to conduct adoption home studies
- 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 to establish roles and responsibilities for providing transitional housing for emancipated foster and probation youth
- Multi-disciplinary Team membership with the Department of Social Services, Probation, all school districts, District Attorney, Mental Health, Drug and Alcohol, the Sexual Abuse Response Team, Family Court Services, all law enforcement agencies, Health Department, Rape Crisis Center, Superior Court Investigator and the Department of Juvenile Justice, allowing for the exchange of confidential information for law enforcement purposes and to coordinate the provision of services

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 the Department of Social Services regarding rental of office space (co-location at San Luis Obispo office)
- 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.

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.

Summary Assessment

Children are, first and foremost, protected from abuse and neglect

Child Welfare Services is working to improve its rates of No Recurrence of Maltreatment. This was a focus area during the County Self-Assessment.

The following strengths were identified:

- Social Workers are committed to engaging families to ensure children are safely maintained in their homes whenever possible and appropriate.
- Social Workers are diligent in the continuity of family relationships and connections for children.

- The automated Linkages Referral Notice is used to identify Social Workers and Participant Services staff of families with both an active Participant Services case and an active Child Welfare Services referral or case. This process facilitates collaboration in engaging the family, case coordination efforts, and the provision of services to reduce the risk for future child maltreatment.
- Team Decision-Making Meetings involve families in deciding placement decisions for children to ensure stability and security.
- Child Welfare Services maintains strong collaborative relationships with agencies, such as Probation, Court, Mental Health, Probation, Community Action Partnership of San Luis Obispo County, and Drug and Alcohol Services in order to support families in realizing their potential and providing for their children's needs.

Areas in need of improvement include:

- Child Welfare Services needs to improve family engagement efforts by improving the assessment of family situations. This will provide a better understanding of the protection needs of children and provide effective case management.
- Timely and consistent use of Structured Decision Making assessments.
- After care plans are 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 need to be reframed to share the various strategies Child Welfare Services has implemented to protect children and strengthen families. Communication needs to be ongoing.
- Increasing collaboration efforts with family advocates, youth, and parent partners.

Child Welfare Services has identified the following strategies for the future:

- Fully utilize Differential Response, particularly Collaborative Response referrals.
- Implement Signs of Safety and integrate with Structured Decision Making, in an effort to provide Social Workers with practice strategies and concrete tools to enhance family participation and equitable decision-making.
- Convene Community Forums on a quarterly basis to educate mandated reporters, provide System Improvement Plan updates, and seek feedback from the community.

Children are maintained safely in their homes whenever possible and appropriate

This outcome was not a focus of either the Peer Quality Case Review or County Self-Assessment, as Child Welfare Services and Probation have no strong concerns for these measures. However, some trends were noted.

The following strengths were identified:

- Child Welfare Services performs strongly on Timely Social Worker Visits with Child.
- Probation is now entering visits into CWS/CMS, which will allow for greater tracking of this measure.

Areas in need of improvement include:

- Child Welfare Services needs to continue improvement efforts on Timely Response. While there has been past success in this measure, performance is starting to show a downward trend.
- Documentation in CWS/CMS, as visits are not consistently entered within the mandated 48 hour time frame

- Reducing the length of time of open referrals. Child Welfare Services often keeps referrals open past 30 days, which increases the need for more visits by the Emergency Response Social Worker.

Strategies for the future include:

- Work to increase collaboration with and referrals to community partners. This will decrease the need to keep low and moderate risk referrals that will not be promoted to a case open past 30 days.

Children have permanency and stability in their living situations without increasing re-entry to foster care

Child Welfare Services and Probation focused on measures for this outcome during both the Peer Quality Case Review and County Self-Assessment.

The following strengths were identified:

- Family Maintenance/Family Reunification caseloads are now at the level recommended by Senate Bill 2030, thereby providing Social Workers more time to spend on each case.
- San Luis Obispo County has many pre-placement and after-care services available, such as Therapeutic Behavioral Services, Wrap-Around, Dependency and Juvenile Drug Courts, Full Service Partnership, Court Appointed Special Advocates, Transitional Housing Program, Independent Living Program, Aggression Replacement Training, and Thinking for a Change.
- Child Welfare Services implemented the Quality Parenting Project, which has led to the use of Transition Plans and About Your Child. These tools help with issues related to placement moves.
- Probation has experienced and dedicated Placement Probation Officers who are committed to working to improve placement services.
- Child Welfare Services uses Team Decision-Making Meetings to assist with family engagement with the placement and reunification process.

Areas in need of improvement include:

- Timely and consistent use of Structured Decision Making assessments.
- Aftercare planning for both Child Welfare Services and Probation.
- Engaging the family during Probation's placement process.
- While Child Welfare Services has implemented Structured Decision Making for Substitute Care Providers, the system is not fully utilized, and neither the use nor the impact of the assessments is being tracked.
- Development of local placement resources, particularly relatives and non-related extended family members

Strategies for the future include:

- Develop supervisory and staff training for Child Welfare Services new hires, as well as staff who are re-assigned to a new program.
- Probation to work with Parent Connection to develop a parenting program specific to parenting delinquent youth.
- Probation to begin using Team Decision-Making Meetings to assist with family engagement with the placement and reunification process. Probation will be able to utilize Child Welfare Services as a resource as they work to implement Team Decision-Making Meetings.

- Child Welfare Services and Probation will work together to develop a specialized recruitment for placement resources for pre-teens and teens.
- Educate both Child Welfare Services and Probation foster youth on the options of continuing in foster care until age 21.
- Partner with Family Care Network to refer eligible youth to their Transitional Housing Placement Program host family program.

The continuity of family relationships and connections is preserved for children

The following strengths were identified:

- Child Welfare Services is very successful in placing foster youth with relatives, which often helps to preserve sibling groups.
- Social Workers are very committed to placing with relatives, and work diligently to seek out relatives.
- Child Welfare Services is very successful in placing foster youth in the least restrictive setting. We have very few youth placed in group homes.
- Both agencies have developed procedures for notification of families in compliance with Assembly Bill 938, which 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.

Areas in need of improvement include:

- Both Child Welfare Services and Probation can better support relative and non-related extended family member placements with training and education.
- PRIDE and Foster and Kinship Care Education are not fully utilized by relative and non-related extended family member placements. The Department of Social Services places primarily with relative and non-related extended family members. While these providers are not required to attend the trainings required of county foster family homes, the Department of Social Services would like to encourage all placement providers to attend, and to develop trainings that appeal to relative and non-related extended family members.
- Probation places most youth in group homes, and needs to improve locating and placing with appropriate relative and non-related extended family members.
- Engaging Probation families and maintaining family connections while youth are in placement.

Strategies for the future include:

- Developing a training curriculum for relative and non-related extended family members and educating them on the value of training.
- Develop resources to overcoming barriers to family involvement while in placement.
- Family Finding and Family Engagement training for Probation Officers.

Children receive services appropriate to their educational needs

The following strengths were identified:

- Services provided by and relationship with partner agencies, such as Court Appointed Special Advocates and the schools.
- Youth in Action program
- Probation is now utilizing CWS/CMS, which will provide more continuity of information.
- Probation Placement Unit is now co-located with Child Welfare Services.

Areas in need of improvement include:

- Social Worker and Probation Officer responsibility for gathering information needed for the Health and Education Passport, and entering the information into CWS/CMS.

Strategies for the future include:

- Develop a uniform process for collecting the information needed for the Health and Education Passport, and inputting the data into CWS/CMS.
- Explore use of the SafeMeasures Who's Who Report, which facilitates data collection for Emergency Response Social Workers to review prior to their first interview with the family. The report gathers information on such things as prior history, family information, and collateral contacts.

Children receive services adequate to their physical, emotional, and mental health needs

San Luis Obispo County performs consistently well on these measures. However, as with the prior outcome, both Child Welfare Services and Probation will work to refine procedures associated with the Health and Education Passport.

The following strengths were identified:

- Probation is now utilizing CWS/CMS, which will provide more continuity of information.
- Public Health Nurse co-located at the Department of Social Services.
- Child Welfare Services has an established procedure for the use of psychotropic medications.

Areas in need of improvement include:

- Consistency of data entered into CWS/CMS.
- Exchange of health records between agencies and placement resources.

Strategies for the future include:

- Develop a uniform process for collecting and sharing the information needed for the Health and Education Passport, and inputting the data into CWS/CMS.
- Improve coordination with the Public Health Nurse and Juvenile Hall Nurse.
- Working with area hospitals to ensure that children placed into protective custody are served while their Medi-Cal is pending.

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 were 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.

Atascadero School Placement and Empowerment Network (ASPEN): A school-based recruitment project designed to keep foster children in their home communities. ASPEN was a Family to Family pilot project funded initially by the Stuart Foundation. Currently ASPEN is funded by Specialized Training for Adoptive Parents and Assembly Bill 2129 funding.

Bakari Program: A 52-week intervention program for male juvenile offenders. It which focuses on helping at risk youth improve behavior, gain personal responsibility, and steer clear of crime. The program is endorsed by the San Luis Obispo County Anti-Gang Coordinating Commission and is funded by money from local agencies, including the Probation and Sheriff's Departments.

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.

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: 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 caregiving 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.

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.

San Luis Obispo Child Abuse Prevention Council (SLO-CAP): 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 residing 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.

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.

Structured Decision Making for TANF: A set of three assessments utilized by Participant Services to assist in determining: if families should be offered prevention services, a family's strengths and needs to assist with case planning, and whether or not to continue services. The premise of the Structured Decision Making for prevention services to families receiving TANF (Temporary Assistance for Needy Families) is to offer voluntary services to prevent child maltreatment at the point a family enters "the system." In this way, families can be strengthened before problems become more severe, thereby decreasing their risk factors for child maltreatment issues.

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 SLO-CAP 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.

Teens Together: An evidence-informed intervention program for female juvenile offenders which focuses on helping at risk youth improve behavior, gain personal responsibility, and steer clear of crime. It is facilitated by a private provider and funded through money from Juvenile Probation Camp Funding (JPCF).

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

Richard Benitez, Latino Outreach Council

Jill Bolster-White, Transitions-Mental Health Association

Lee Collins, Department of Social Services

Julian Crocker, County Office of Education

Don Dennison, First 5 Commission

Lisa Fraser, San Luis Obispo Child Abuse Prevention Council

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

Gerald Shea, District Attorney's Office

Elizabeth Steinberg, Community Action Partnership of San Luis Obispo County

Sue Warren, North County Connection

Reva Gonzales, Network Manager

OCAP Checklist

		County Name:	San Luis Obispo		
		Start date of the System Improvement Plan:			
		End date of the System Improvement Plan:			
No.	Page in Guide	Element	Element Present (provide page #)	Element Not Present	Element N/A
Contact Information					
1	14	Name, mailing address, e-mail address, phone and fax number of lead agency (County CWS Agency)	4		
2	14	Name, mailing address, e-mail address, phone and fax number of CAPIT liaison	4		
3	14	Name, mailing address, e-mail address, phone and fax number of CBCAP liaison	4		
4	14	Name, mailing address, e-mail address, phone and fax number of PSSF liaison	4		
Evidence the CSA was developed in collaboration with identified representation as directed by the CSA guide. The following list is pertinent to CAPIT/CBCAP/PSSF and does not include all core representatives.					
5	13	Submits a list of the CSA planning participants. Include a list of names with affiliations and identify which participant is representing the required core representatives.	5, 7-8		
6	12	List includes: CAPC representative	5, 7-8		
7	12	List includes: CAPIT/CBCAP/PSSF Liaisons	4, 7-8		
8	12	List includes: Parent/consumers	5, 7-8		
9	12	List includes: CCTF Commission or CAPC representative if acting as the CCTF Commission	5, 7-8		
10	12	List includes: County Board of Supervisor's designated agency to administer CAPIT/CBCPA/PSSF	5, 7-8		
11	12	List includes: PSSF Collaborative, if applicable	7-8		
Demographics of General Population (Needs Assessment)					
12	15	County population	9		
13	15	Active Tribes in the county (Identify all federally recognized tribes)	9		
14	15	Number of children attending school	9		
15	15	Number of children attending special education classes	9		
16	15	Number of children born to teen parents	9		
17	15	Number of children who are leaving school prior to graduation	9		
18	15	Number of children on child care waiting lists	9		
19	15	Number of children participating in subsidized school lunch programs	9		
20	15	Number of children receiving age-appropriate immunizations	9		
21	15	Number of babies born with low-birth weight	9		
22	15	Number of families receiving public assistance (CalWorks)	9		
23	15	Number of families living below poverty level	9		
24	16	Number of families with no health insurance (suggested)	10		
25	16	County unemployment rate (suggested)	10		
26	16	County rate of drug and alcohol abuse (suggested)		x	
GWS Participation Rates					
27	16	Number of children age 0-18 in population	10		
28	16	Number and rate of children with referrals	10		
29	16	Number and rate of first entries	10		
30	16	Number and rate of children with substantiated referrals (suggested)	10		
31	16	Number and rate of children in care (suggested)	10		

Public Agency Characteristics - County Government Structure - Financial/ Material resources				
32	18	Description of opportunities, interagency collaborations and/or resources including CAPIT/CBCAP/PSSF funds, CCTF and other funding sources, and their impact on the ability to achieve positive outcomes for children and families.	15-16, 69-73, 75-77	
Identify the page # for each outcome/measure analysis, if the analysis indicates either unmet need(s) or continued need(s) for services which qualify for CAPIT/CBCAP/PSSF funds. Indicate "N/A" if the outcome/measure analysis does not indicate a need to utilize CAPIT/CBCAP/PSSF funds.				
33	19	No recurrence of maltreatment	21-23	
34	19	No maltreatment in foster care		x
35	19	Timely Response		x
36	19	Timely Social Worker Visits with Child		x
37	19	Reunification within 12 months - exit cohort	28-30	
38	19	Median Time to Reunification		x
39	19	Reunification within 12 months - entry cohort	31-33	
40	19	Reentry Following Reunification		x
41	19	Adoption w/in 24 months and Median Time to Adoption		x
42	19	Adoption w/in 12 months		x
43	19	Legally free w/in 6 months		x
44	19	Adoption w/in 12 months (legally free)	38-39	
45	19	Exits to Permanency (24 months in care)		x
46	19	Exits to Permanency (legally free at exit)		x
47	19	Placement Stability		x
48	19	No more than 2 placements w/in 12 months		x
49	19	No more than 2 placements w/in 24 months	46-49	
50	19	Children transitioning to self-sufficient adulthood		x
51	19	Siblings placed together in foster care		x
52	19	Foster care placement in least restrictive setting		x
53	19	Rate if ICWA placement preferences		x
54	19	IEP		x
55	19	Timely health and dental exams		x
Systemic Factors - Requirements of the Report				
Relevant Management Information Systems (MIS)				
56	24	Description of the county's MIS or the process for gathering, storing and disseminating program information as required by CAPIT/CBCAP/PSSF.	58	
Quality Assurance System				
57	26	Briefly describe how the designated county agency ensures effective fiscal and program accountability for the CAPIT, CBCAP, and PSSF vendor/contractor activities. This description must be specific to CAPIT, CBCAP, PSSF programs and not limited to a general description of current county policies. Briefly describe how prevention programs are evaluated, include:	67-68	
58	26	Description of the methodology used to assess client satisfaction.	67-68	
59	26	Describe how the county assesses the vendor's service delivery system to identify the strengths and needs.	67-68	
60	26	Describe the mechanisms used to report to the agency on the quality of services evaluated and needs for improvement.	67-68	
61	26	Description of the methodology or the process for reporting information regarding the outcome of the evaluation and issues of non-compliance.	67-68	

62	26	Description of the methodology or process used to evaluate the vendor/contractor to determine if the corrective action was developed and implemented.	67-68		
Service Array					
63	27	Analysis of the efficacy and availability of the community-based and prevention-focused programs and activities provided by public and private, nonprofit organizations, including faith-based programs and how they fit in to an overall continuum of family-centered, holistic care.	69-73, 82-87		
64	28	Description of services available to meet the needs of ethnic/ minority populations including an assessment of the availability of culturally appropriate services.	69-73		
65	28	Description of services and the delivery of services for children with disabilities and their families.	69		
66	28	Description of services and the delivery of services targeted to children at high risk for abuse or neglect.	69-73		
67	28	Description of services designed to enable children at risk of foster care placement to remain with their families when their safety and well-being can be reasonably assured.	69-73		
68	28	Description of services designed to help children achieve permanency by returning to families from which they have been removed or be placed for adoption or with a legal guardian or in some other planned, permanent living arrangement, and through post-legal adoption services.	69-73		
69	28	Description of services accessible to families and children in all geographical locations including isolated areas of the county.	69-73		
70	28	Description of services that can be individualized to meet the unique needs of children and families served by the agency.	69-73		
71	28	Description of services to Native American children	69, 74		
72	28	Description of the availability of child abuse prevention education.	69-73		
73	28	Description of the availability of child and family health and well-being resources.	70		
74	28	Description of the existence of established networks of community services and resources, such as family resource centers or other comprehensive community service centers.	69-73		
75	28	Description of outreach activities that maximize participation of parents as well as racial and ethnic populations, children, and adults with disabilities, and members of other underserved or underrepresented groups.	69		
76	28	Does the description of the service array (3a-3m) indicate which services are funded by CAPIT/CBCAP/PSSF.	71-73		
77	29	Description of the county's current efforts on the development and implementation of Evidence-based and Evidence-informed prevention program and practices	69-73, 82-87		
Training					
78	29	Description of county's infrastructure and capacity to allocate CAPIT/CBCAP/PSSF funds for county liaisons and parent consumers to attend required meetings, conferences, and training events.	73-75		
79	29	Description of additional training and technical assistance specifically for CAPIT/CBCAP/PSSF county liaisons, vendor/contractors, and parent liaisons/consumers.	73-75		
Agency collaboration					
80	30	Description of the county/community partnership's extent of shared responsibility, risks, development of resources, supports, blending/braiding of multiple funding streams.	75-77		