Annual SIP Progress Report

2015-2016

June 10, 2015-June 10, 2016
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## Contact Information

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### CAPIT/CBCAP/PSSF Liaison

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Introduction

As mandated by the Child Welfare System Improvement and Accountability Act (AB 636, 2001) and the California Outcomes and Accountability System (COAS), San Luis Obispo (SLO) County developed an integrated System Improvement Plan (SIP) in 2015. The SIP incorporated results from the Peer Review and County Self-Assessment (CSA), reflecting a systems-wide planning and feedback process that maximizes continuous community involvement. Since 2004, each of California’s 58 counties has been evaluated in achieving outcomes through the California Child and Family Services Review (C-CFSR). This process includes assessment and analysis of a county’s performance on critical Child Welfare Outcomes in the areas of child safety, permanence, and well-being.

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

The qualitative assessment is achieved through a county Peer Review process. The purpose of the Peer Review is to supplement the quantitative information obtained through the Self-Assessment with qualitative data gathered from peer social workers, probation officers, and supervisors identifying areas of strength and those areas that need improvement. The results of the Self-Assessment and Peer Review were used to support the development of the 2015 SIP, which implemented strategies and tools for improvement.

The California Department of Social Services (CDSS) issues quarterly data reports which include safety, permanency, and well-being outcomes for each county. These quarterly reports provide summary-level federal and state program measures that serve as the basis for the C-CFSR and are used to track each county’s performance over time. This data is then used by each county as a guide for assessment and planning processes as well as a tool to analyze what types of policies and procedures need to be implemented. The data that was extracted and used for this C-CFSR process was Quarter 4 2013. This data was the foundation for the decision that determined the focus areas for the Peer Review and Community Forums. This data will continue to be the basis for the formation and implementation of SLO County’s 5-Year SIP and will continue to be the baseline for the duration of the C-CFSR cycle. It will be discussed in each Annual SIP Progress Report as goals for improvement are implemented and progress becomes evident.

The 2015 SIP served as the operational agreement between the County and the State, outlining how the County will improve its system to provide better outcomes for children, youth, and families. The 5-Year SIP is tracked through quarterly county data reports, quarterly monitoring by CDSS and annual SIP progress reports. The SIP is developed every five years by the lead agencies in collaboration with CWS and Probation. A 5-Year SIP Chart was created in the 2015 SIP that included specific action steps, timeframes, and improvement goals that were agreed upon by CDSS and OCAP and then approved by
the County Board of Supervisors. The 2015 SIP is a commitment for improvement in the focus outcomes determined to be most in need of improvement for both CWS and Probation.

Similar to the CSA and SIP, the Annual SIP Progress Report includes a written analysis of current quantitative and qualitative performances for outcome measures identified in the 2015 SIP as not being met by the Federal and State standards for both CWS and Probation. In addition to the status and updated information for outcomes not being met, this Annual SIP Progress Report will provide an analysis of the status for the six measures identified as areas of focus for this C-CSFR cycle. Of the six measures identified, CWS will focus on the following four: S2 Recurrence of Maltreatment, P4 Re-entry in 12 months, 8A Children Transition to Self-Sufficient Adulthood, P5 Placement Stability. Probation will focus on the remaining two measures: P1 Placement in 12 Months and 4B Least Restrictive Placement (Entries First Placement).

The 2016 Annual SIP Progress Report will include: areas needing continued improvement, goals and strategies that were successful, updated timeline of goals set to meet the State and Federal Standards, and collaborative efforts with stakeholders to meet these goals. CWS and Probation managers and staff reflected on changes made throughout the last year that distinguished the annual from the initial SIP Report. These findings will be reflected in both the following SIP Progress Narrative as well as the SIP Chart.

The OCAP Liaison will collaborate with local OCAP grantees/providers and the state consultant to ensure prevention, early intervention, and treatment services are aligned with the 2015 SIP.

## SIP Progress Narrative

### Stakeholders Participation

Over the last year, SLO County CWS and Juvenile Probation facilitated several meetings with key stakeholders to address the 2015 SIP strategies. The following examples illustrate the county's collaboration with community stakeholders to reduce Recurrence of Maltreatment and Re-Entry after Reunification, and to improve Placement Stability:

- **Child and Family Team Meetings (CFTMs):** CWS, Juvenile Probation, Mental Health, Court Appointed Special Advocate (CASA), Family Care Network Inc.'s (FCNI) Wraparound Facilitators and Services Affirming Family Empowerment’s (SAFE) Facilitators held a series of planning meetings to develop a local CFTM model that will be used to offer families a unified system utilizing Safety Organized Practice (SOP) language and framework. The SOP framework focuses on being family centered; using agreements, utilizing what is working well, what are the worries, and what are the next steps for the family and agency. In February 2016, CWS implemented a monthly SOP 101 Training for local providers in preparation for the first Child and Family Team (CFT) Training which occurred in April 2016.
Since this training began, 84 local providers have been trained on SOP 101 and 104 local providers were trained on the framework of a local CFT Meeting.

- **Recruitment and Retention**: CWS and FCNI held meetings to identify gaps in practice and to strategize how both agencies could improve recruitment and retention. Since then, the group has agreed to collaborate in outreach and recruitment efforts and in supporting Resource Families to ensure placement stability for our foster children.

- **Pathways to Well Being/Continuum of Care Reform (CCR)**: CWS, Juvenile Probation, Mental Health, CASA, FCNI, SAFE, Drug and Alcohol Services, and local school districts have recently formed a collaborative workgroup to address local and state initiatives such as CCR, Katie A, CFT Meetings, SOP, and Resource Family Approval (RFA). The group is in the process of recruiting youth, foster parents, and birth parents.

In addition to these meetings, CWS and Juvenile Probation continue to participate in local task force groups to address and provide a multi-agency response to incidents of Gang Violence, Domestic Violence, Homelessness, and Human Trafficking (HT). For example, in support of Human Trafficking, the county’s Commercial Sexual Exploitation of Children (CSEC) Collaborative has been able to host various CSEC and HT trainings for local providers. Most recently, CWS hosted a CSEC 101, CSEC 102, and a CSEC Multi-Disciplinary Team (MDT) Training for CWS staff and key stakeholders. The CSEC Collaborative also developed a victim centered CSEC Protocol, a CSEC Screening Tool and a CSEC Screening Tool User Guide to assist local providers with identifying and engaging youth who may be at-risk for CSEC.

CWS also participates in local prevention and early intervention networks, such as First 5 Commission to identify and provide resources to serve children ages 0-5; Prevention Alliance to collaborate with local schools on hot topics and resources; and Asset Development to offer local outreach and awareness for youth. For example, last year CWS collaborated with the Asset Development Network to host a series of Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ+) Community Conversations. In May 2016, the conversation included a panel of local leaders who addressed how various sectors in our community can help foster and implement a more inclusive environment for LGBTQ+ youth.

The C-CFSR Team will also plan a series of semi-annual C-CFSR SIP Community Forums to report on progress, seek input on areas still needing to be addressed, and collaborate on finding solutions to make improvements to better serve our families and youth.

**CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS**

**PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR**

**DATA ANALYSIS**

**S2 RECURRENCE OF MALTREATMENT-CWS**

Although Recurrence of Maltreatment was a focus of the 2011 3-Year SIP, CWS has not yet reached the Federal Standard of 9.1%. Since then, SOP has been introduced, but has not been fully utilized by CWS staff. One of the strategies for improvement to support this outcome will be to implement SOP CFT.
Meetings. CWS is collaborating with local providers to use one model for Family Team Meetings among the various meetings already in place, such as TDMs, Wraparound, Katie A, and SAFE meetings. Local providers have received SOP 101 and CFT Training to implement a local CFT model. The primary agency scheduling the meeting will be responsible for facilitating the meeting. For example, if a Katie A CFT is scheduled then it will be a Mental Health Therapist facilitating. At this time, CWS does not have dedicated CFT facilitators. This collaborative effort amongst CFTMs is intended to assist families with obtaining resources and services necessary to reach self-sufficiency and stability. CWS will continue to collaborate with SLO County Behavioral Health (Drug and Alcohol Services and Mental Health) and local family violence shelters to identify gaps in resources and to improve coordination of services. This will improve the county’s response to the top three contributing factors of child maltreatment: substance abuse, mental health issues, and domestic violence.

**P4 Re-entry in 12 months-CWS**

CWS’s rate of Re-entry in 12 months has increased from 15.3% in December 2011 to 29.0% in December 2013. With the implementation of SOP CFTMs, progressive visitation practices, and formalization of the Aftercare process and practice, SLO County will continue to focus on reducing its rate of Re-entry in 12 months to meet the Federal Standard of 8.3%. SLO County recently offered a SOP Facilitation Training to local Family Team Meeting facilitators, including SAFE, Katie A, Wraparound, and current Team Decision-Making Meeting (TDM) facilitators/supervisors. The goals are to add consistency to the Family Team Meeting structure and to develop a universal language (SOP) throughout the different meetings and agencies to improve services and supports to families as they transition from CWS to Aftercare.

In addition, the Family Treatment Court (FTC) Steering Committee will explore new collaboration opportunities with local housing programs to address the need for housing as clients work towards family reunification and stabilization while maintaining their sobriety, and with local Intimate Partner Violence (IPV) programs as the county has seen an increase in IPV within the FTC program.

**8A Children Transition to Self-Sufficient Adulthood-CWS**

CWS is committed to improving services and resources for youth transitioning into self-sufficient adulthood. Youth representation in the 2013 CSA Community Forums was strong and the message was consistent among the different regions. Youth stated they want access to resources and services that will strengthen their path to adulthood. They specifically asked for youth peer mentors, access to employment opportunities, and a path for higher education or vocational training. CWS continues to support several programs that assist youth transitioning to adulthood, such as the Transitional Aged Youth Financial Assistance Program (TAY-FAP) assists youth attending college or vocational programs with full funding. CWS has partnered with a local provider, Choice Educational Services, to provide college counseling services. Additionally, CWS has expanded the Independent Living Program (ILP). ILP has restructured the Life Team Meetings (LTM) process to better serve CWS youth and prepare them for the transition to adulthood. ILP will start working with Probation to strengthen LTMs for Probation Youth.
**P5 Placement Stability-CWS**

The C-CFSR Team and community stakeholders have identified Placement Stability as an area that requires attention and chose it as a focus area for the 2015 SIP. SLO County was the first county to implement the RFA Program, which combines the foster and adoptive certification process and sets an equitable standard of evaluating resource homes, both relative and county-licensed. CWS has formed a Recruitment Workgroup to address the shortage of resource homes. The Recruitment Workgroup consists of FCNI, CWS Social Workers, Social Worker Supervisors, Management, Former Foster Youth, Resource Parents, Probation, and Birth Parents and community partners. Its goal is to strategize on how CWS can increase the number of RFA homes available in SLO County. Several strategies have been identified to include:

- Analysis of census data to develop a better understanding of the dynamics and challenges within our community to best strategize solutions
- Analysis of the reasons for placement disruptions to guide practice and program development
- Development of a joint targeted recruitment plan to reach faith-based communities, schools, businesses, community-based organizations and county departments
- Creation of joint recruitment materials including brochures, flyers, referral cards, videos, commercials, website and social media posts
- Inclusion of Resource Parents in community education and recruitment to include outreach events and short clips of the need for resource homes in our community and the benefits of becoming an RFA
- Utilization of local university work study students and interns to contribute to creative recruitment strategies, the development of our website and social media and the analysis and development of our mentor program.
- Implementation of Faith in Motion
- Collaboration with FFA’s to better engage the Foster Parent Association to including combining resources and workforce at resource parent events with the intention of integrating relationships of resource and adoptive families in the community
- Commercials, billboard advertisements and in July 2015, a mass mailing of recruitment cards

**P1 Permanency in 12 months (entering foster care)-Probation**

In the 2014 CSA, Probation identified Permanency in 12 Months as a difficult measure to meet due to the many barriers that Probation youth face. These barriers include substance abuse, criminal behavior, and mental health issues for both the youth and parents and a history of child abuse for the youth. These can prove challenging when trying to provide permanency. Probation plans to increase collaboration and cooperation with CWS to utilize the new RFA process. More RFA homes available for Probation will lead to more permanent placement options for youth working with Probation. Probation and CWS recently submitted a joint proposal for Foster Parent Recruitment, Retention and Support funding with strategies identified that will have a positive impact on permanency for Probation foster youth. These strategies include expanded family finding efforts, targeted supportive services to new placements within the first 30 days of placement, joint resource family recruitment efforts, enhanced mentoring programming to increase permanent connections, in-home behavioral and parenting support for resource families and a stipend program for youth and resource families to provide them greater access to normalizing activities and respite care. In addition, in collaboration with CWS, Juvenile
Probation Officers are being trained on SOP as well as SOP CFT Meetings in order to better incorporate these practices into Juvenile Probation case management services.

**4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)-PROBATION**

Probation has also chosen a placement stability measure; specifically measure 4B Least Restrictive Placement (Entries First Placement) as an additional focus area for this SIP. Recent trends indicate a decrease of Probation youth in placement. SLO County Probation has increased its use of intensive home-based interventions, such as Wraparound services, that are likely impacting this trend. Probation has also seen an increase in Group Home Placements and a decrease in the percentage of relative placements. Probation will continue to assess and analyze the impact of the recent implementation of the RFA program and transition away from Group Homes to increase relative/NRFM placement.

**STATUS OF STRATEGIES**

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<td>Strategy # 1: Implement SOP CFTMs</td>
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**Analysis: (CWS)**

SLO County will continue to focus on the Recurrence of Maltreatment as the Federal Standard of 9.1% has not been met. The statistics for Q4 2015 (January 1, 2014 - December 31, 2014) for S2 Recurrence of Maltreatment reflects a 14.3% rate of recurrence (Data Source: CWS/CMS 2015 Quarter 4 Extract/UC Berkeley).

Out of 489 children who were victims of a substantiated maltreatment allegation during the selected twelve-month period, 70 (14.3%) were victims of another recurrence of maltreatment. The National Standard for the measure is 9.1%. This measure has improved 4% from the 18.3% that was reflected on the Q4 2013 (January 1, 2012-December 31, 2012) Data Report.

**Outcome Measures Affected: S2, P4, P5**

**Action Step Status:**

- SLO County will convene a meeting with all of the Family Team Meeting (FTM) Facilitators to assess existing FTM procedures and documents to assess comparability – **IN PROCESS**
- Review existing Family Team Meeting (FTM) procedures and documents to assess comparability – **IN PROCESS**
- Develop policy and procedures in support of SOP CFTMs – **IN PROCESS**
- Provide support in sustaining the implementation of SOP CFTMs – **IN PROCESS**
- Collaborate with community partners to create uniformity in the modality of CFTMs – **IN PROCESS**
- Provide training and coaching to achieve uniformity in the use of SOP Mapping Sessions to prepare for the CFTMs – **COMPLETED**
- Use SOP language and framework during the meetings, and provide CFTMs at the various stages
- Develop an SOP CFTM evaluation methodology to monitor progress and impact of SOP CFTM on CWS practice – **IN PROCESS**

**Method of Evaluation and/or Monitoring:**

- CFTM Workgroup will provide training and coaching to achieve joint understanding between DSS, service providers, and families about child safety, improving transparency, and improving overall practice
- Provide support in sustaining SOP CFTMs
- Monitor progress utilizing CWS/CMS, SafeMeasures, and Business Objects reports
- Collaborate with National Center for Child Delinquency (NCCD) and Casey Foundation to implement an SOP CFTM Evaluation Model to monitor impact of the new CFTM infrastructure and its impact on overall practice
- NCCD will provide technical assistance and training to support the implementation of a SLO County SOP CFTM Continuum of Care Model

**Additional Strategies (when applicable):**

Not applicable, as no changes will be made to the strategies selected for the SIP

**Program Reduction:**

Not applicable, as there has not been any significant reductions in spending on programs identified in the SIP

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### Outcome Measure: S2 Recurrence of Maltreatment

**Strategy # 2: Strengthening and expanding prevention/early intervention collaborations**

**Analysis: (CWS)**

Recurrence of Maltreatment will continue to be a focus area as SLO County has not met the Federal Standard of 9.1%. According to the Q4 2015 UC Berkeley Data Report, SLO County is at 14.3%. This is a 4% improvement from the 18.3% reflected on the Q4 2013 Data Report. A concerted effort will be made to engage Behavioral Health, which includes Mental Health and Drug and Alcohol. SLO County will continue to build upon existing collaboration efforts to offer much needed Mental Health and Drug and Alcohol services. CWS will continue to work closely with RISE and the Women’s Shelter to address intimate partner violence challenges. CWS will also expand collaboration efforts with local Family Resource Centers in order to offer resources/services for families within their community.

In March 2016, the OCAP Program Manager met with the local CAPIT/CBCAP/PSSF providers to discuss the new strategies identified in the SIP, assess existing resources, and develop a plan to address the gaps in resources/services that were identified by staff, youth and families, and community stakeholders.
**Outcome Measures Affected:** S2, P4

**Action Step Status:**

SLO County will collaborate with local stakeholders to address gaps and resources for Spanish-speaking families, fathers, and youth/young adults. – **IN PROCESS**

These services will include:

- Expansion of Spanish-speaking resources – Parent Connection has increased the number of parenting classes provided in Spanish.
- Develop Father Support Groups and Parent Partner programs – CAPSLO has developed the Pathways for Fatherhood program.
- Engage youth to identify gaps for resources/services that will be made available to them – In November 2015, youth focus groups funded by PACT were held.

**Method of Evaluation and/or Monitoring:**

- CWS will utilize Safe Measures and Monthly Measure reports to monitor progress on Recurrence of Maltreatment and Placement Stability measure outcomes. Additionally, TDM Progress Report and NCCD SDM Annual Reports will be used to monitor Recurrence of Maltreatment
- CWS will receive quarterly reports for OCAP providers showing efforts in Family Preservation, Family Support Services, Time-Limited Family Reunification Services, and Adoption Promotion and Support Services

**Additional Strategies (when applicable):**

Not applicable, as no changes will be made to the strategies selected for the SIP

**Program Reduction:**

Not applicable, as there has not been any significant reductions in spending on programs identified in the SIP

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**Outcome Measure: P4 Re-entry in 12 months**

**Strategy # 3: Family Treatment Court Alumni Association and Aftercare**

**Analysis: (CWS)**

This measure provides a count of all children who enter foster care in a 12-month period and are discharged within 12 months to reunification or guardianship and who re-entered foster care within 12 months from their date of discharge. This measure was updated to reflect an entry cohort (denominator includes all children who enter care during the year and exit within 12 months) vs. all children who exit during the year. It now also includes exits to reunification and guardianship rather than reunification only.

San Luis Obispo’s baseline period, January 1, 2011 through December 31, 2011, showed that 9 out of 59
children or 15.3% of the cohort of children who exited care reentered within 12 months. In the last reporting period, January 1, 2013 through December 31, 2013, 20 of 69 children, or 28.9% reentered the foster care system. The national standard is less than 8.3%. California's performance overall for this same time period was 11.3%.

Further research into the UC Berkeley data shows of the 20 children who re-entered foster care within the 2013 reported period, the single age group with the highest percentage of re-entries during the evaluation period was 6-10 year olds at 30%. However, when combining the 0 to 5 age groups this shows 11 out of 20 children (55%) reentered the foster care system within 12 months. This data also identifies females with a slightly higher rate of re-entry than males. Finally, as noted in the County’s previous reports, SLO County is ethnically and racially less diverse than the state of California as a whole. The majority of children reentering foster care were White (80%) and the rest of the population was Latino (20%).

San Luis Obispo has continued to struggle with reentries and it is a focus for the 2015 SIP. The re-entry to foster care data is trending in an unfavorable direction. As previously stated in the 2015 SIP Report, one key factor in the high rate of re-entry involves drug relapses for one or both of the parents. For this reason, our effort to strengthen our FTC Program is a critical component of this SIP.

More time is needed to fully implement a FTC Alumni Association and Aftercare Committee. In the meantime, the county is optimistic with the success of the Family Reunification Support Group (FRSG) for FTC clients. Clients become eligible for participation when they begin supervised visits with their children. They continue to participate in the FRSG until 90 days following the initiation of their 30 day in-home trial visit with their children. This group is designed to help support FTC clients cope with the stress caused by the transition of their children back into their care while maintaining sobriety. Since implementation, the FTC CWS Coordinator and CSA Parent Partner have added another FRSG group to accommodate the number of clients wanting to participate. As of August 2016, there are 41 families eligible to participate in Family Treatment Court program.

**Outcome Measures Affected: P4**

**Action Step Status:**

Year One focused on several areas in support of the FTC program: FTC Steering Committee, Family Reunification Support Group, and re-evaluating the FTC Alumni Association and Aftercare Committee strategic planning.

**Action Steps:**

- Create FTC Association and Aftercare Committee to discuss information from other counties’ Aftercare programs to see what model would best fit SLO County—**COMPLETED**
- DSS will request an additional Parent Partner position to assist with the initial coordination of the FTC Alumni group—**POSTPONED**
- Identify appropriate Alumni to begin the association and to create an ongoing recruitment process
to build the association. – IN PROGRESS

- Locate and support the Alumni Association by finding a location to have regular Alumni Association meetings— IN PROGRESS
- Maintain statistics to compare FTC families who have participated in the Alumni Association with ones who have not in comparison to reentry rates – IN PROGRESS

Method of Evaluation and/or Monitoring:

- A weekly FTC Staffing Meeting occurs to provide ongoing progress reports for all of the FTC clients.
- The CWS FTC Coordinator and the Drug & Alcohol Services FTC Coordinator provide monthly reports to the FTC Steering Committee. Successes and gaps are identified and addressed during this time.
- FTC and FRSG Databases have been created to track the number of clients assigned, client status, activities, progress, allegation list, and completion reasons. These databases will also be used in the future to monitor FTC Outcomes.

Additional Strategies (when applicable):

Not applicable, as no changes will be made to the strategies selected for the SIP

Program Reduction:

Not applicable, as there has not been any significant reductions in spending on programs identified in the SIP

Outcome Measure: P4 Re-entry in 12 months

Strategy # 4: Utilize the Quality Assurance case reviews

Analysis: (CWS)

Another important strategy which will aid in ensuring timely reunification within 12 months and decreasing re-entry into foster care involves the Quality Assurance (QA) case review process. This process is an ongoing assessment of agency performance in order to identify solutions to improve all outcome measures. For example, during interviews with key stakeholders, the QA Social Workers will identify specific staff training needs; evaluate service delivery and engagement with families, and determine how these factors impact timely reunification and re-entry following reunification.

QA Social Workers will compile a list identifying trends (strengths as well as areas needing improvement) and include the number of cases where these trends were applicable. Identified trends will be staffed at Regional Manager (RM)/Program Manager (PM) meetings on a quarterly basis. Social Worker Supervisors will also receive the list for discussion at the Social Worker Supervisor/RM/PM meeting to decide what areas of improvement will be presented at the CWS General Staff Meeting. The QA Social Workers did an
initial presentation on the strengths and the identified areas needing improvement at the CWS General Staff Meeting. Based on feedback, the QA Social Workers will be transitioning their presentation to unit trainings rather than the General Staff Meeting beginning September 2016 in order to better serve the needs of the Social Workers (SW).

Once the SW/RM/PM meeting is held and it is decided what areas of improvement need to be focused on, a list will be compiled and sent out quarterly to SWSs to review at their monthly individual meetings with SWs. On an ongoing basis, Regional Managers will be discussing the areas needing improvement with the Social Worker Supervisors who will in turn be monitoring their Social Workers to ensure that areas needing improvement are addressed on. This will help ensure practices are improving.

During case reviews, the QA SWs work to identify gaps as well as resources that will assist in improving outcomes. To date, the QA Social Workers have been able to identify several key components in cases that have been instrumental in preventing reentry within 12 months. Some of these components include: use of a parent partner, particular therapists in the county who have been extremely successful dealing with specific issues, and having a consistent Social Worker Aide (SWA) throughout the life of a case. The resources identified will be compiled into a list for the SWSs to use in their monthly individual meetings with staff.

As the QA process has only been in existence for a year in SLO County, it is a work in progress and procedures are continually evolving.

Outcome Measures Affected: P4, P1, P5, 4B

Action Step Status:

- The identified QA Social Workers completed the 4-day OSRI training on 4/14/15-4/17/15. - COMPLETED
- The QA Social Workers will participate in 4 coaching calls and conduct case reviews on the list of cases provided by the state - COMPLETED
- The QA Social Workers continue to conduct formal case reviews and have been reporting their findings regarding trends and training needs, update Policies and Procedures- ONGOING
- Through the ongoing case reviews, the QA SWs will identify resources that will assist in improving outcomes. These resources will be compiled into a list for the SWSs to use in their monthly one-on-one meetings with staff - ONGOING
- The QA Program Manager meets bi-monthly with QA Social Workers to discuss case reviews and findings - ONGOING
- The QA Program Manager attends a monthly meeting with Regional Managers to discuss results from the case reviews for that month - ONGOING
- The QA Program Manager and Social Workers attend program workgroups to discuss trends and areas of improvement identified – ONGOING
- QA Social Worker will begin reviewing case reviews- ONGOING
- Any new QA staff will attend the 4-day OSRI training and participate in 4 coaching calls before taking the final mock case review, including the QA Social Worker Supervisor- ONGOING
Method of Evaluation and/or Monitoring:

- The QA Social Worker Supervisor and CWS Program Managers will attend a quarterly meeting with Regional Managers to discuss identified results from the case reviews for that quarter.
- The QA Social Workers and their Supervisor will attend, on an ongoing basis, different program workgroups to discuss trends and areas of improvement.
- The QA Social Workers will present the strengths and the identified areas needing improvement at individual unit meetings on a quarterly basis.
- The list of areas needing improvement will be sent to the SWSs on a quarterly basis to review with their SWs at their monthly meetings. The SWS will then review the results with their Regional Manager.

Additional Strategies (when applicable):

Not applicable, as no changes will be made to the strategies selected for the SIP

Program Reduction:

Not applicable, as there has not been any significant reductions in spending on programs identified in the SIP

Outcome Measure: 8A Children Transitioning to Self-Sufficient Adulthood

Strategy # 5: Child Welfare will expand engagement of youth in Extended Foster Care

Analysis: (CWS)

SLO County opened participation in ILP services to youth beginning at age 14 as of July 1, 2015. CWS is working in collaboration with the county’s ILP service provider, FCNI, to create a program and services targeted towards the younger ILP population. A new workgroup, the Transitional Aged Youth (TAY) Advisory Council, has been formed and will meet quarterly to discuss ILP training needs and plan for the upcoming quarter’s training. This workgroup is comprised of county staff, former foster youth, community college staff, ILP staff, and trainers. Each training course will have a pre and post test to determine how well the training helped those who attended and to gather information from the participants regarding what was useful and what other trainings the ILP youth would find helpful.

SLO County is in the process of developing re-engagement strategies for youth who have opted out of ILP services. SWs are available to speak with youth after their Extended Foster Care case has closed and to work with them throughout the re-entry process. SLO County would like to expand on re-engagement efforts by examining what aftercare options can be offered, how to maintain ongoing contact with youth and how to create youth friendly materials. SLO County is in the process of examining exit strategies to determine if exiting foster youth are being provided adequate information. SLO County will be examining our re-entry process to determine if there is anything that could be done to make it easier to navigate or
to identify potential barriers to re-entry.

**Outcome Measures Affected: 8A**

**Action Step Status:**

In order to support this strategy, SLO County will employ the following methods:

- Open participation in ILP services to youth beginning at age 14- **COMPLETED** as of 7/1/2015.
- Work with community partners to develop targeted services to engage youth in the 14-15 year old age range- **IN PROCESS**
- Develop pre and post skills assessment tools to measure skill development- **IN PROCESS**
- Develop re-engagement strategies for youth who have opted out to encourage re-participation. SWs are available to former youth who wish to re-enter foster care. More in depth analysis will take place in 2017- **ONGOING**
- Examine exit strategies to determine if exiting foster youth are being provided adequate information to be successful and have information about all resources available to them. Youth are provided information at exit, analysis and creation of more youth friendly material will begin in 2017 - **ONGOING**
- Examine re-entry procedure to determine if the re-entry process is easy to navigate and address any potential barriers for youth who want to re-enter Extended Foster Care (EFC). Further analysis and determination if additional changes are needed will be completed in 2017- **ONGOING**

**Method of Evaluation and/or Monitoring:**

- SLO County is working with the FCNI to develop data reports that are helpful in tracking the desired outcomes. SLO County plans to:
  1. Monitor participation rates of 14 and 15 year olds
  2. Monitor participation in EFC
  3. Monitor reasons why youth opt out of EFC
  4. Monitor rate of foster youth who re-enter after exiting EFC
- During 2015, SLO County had 24 youth age 14 or 15 who were eligible to participate in ILP services. Of the 24 eligible youth, 13 (54%) chose to participate. This puts SLO County ahead of our target goal of a 30% participation rate by year 3.
- SLO County will focus on the evaluation and monitoring of reasons why youth opt out of EFC and the rate of foster youth who re-enter after exiting in future progress reports.

**Additional Strategies (when applicable):**

Not applicable, as no changes will be made to the strategies selected for the SIP

**Program Reduction:**

Not applicable, as there has not been any significant reductions in spending on programs identified in the SIP
Outcome Measure: 8A Children Transitioning to Self-Sufficient Adulthood

Strategy # 6: Promote preparation of youth to emancipate

Analysis: (CWS)

SLO County’s policy is to schedule Life Team Meetings (LTMs) for all youth age 16 or older who are in Family Reunification (FR) or Permanent Placement (PP). LTMs are intended to be a celebration of the youth’s life and a preparation for their future. These meetings address key components for youth in permanency status and focus on self reliance, successful transition to adulthood and establishing permanent connections. The youth is encouraged to choose LTM invitees. Invitees could include CASA, their ILP case manager, their Social Worker, school personnel, the resource parent and any other supportive adult with whom the youth has a connection.

SLO County plans to collaborate with our ILP trainers to find materials that caregivers can use to work with youth in their home and that will compliment the formal training being offered. The Foster Care Program Manager will also work with ILP trainers to develop a session geared towards helping youth develop a support network and seeking community connections.

The Foster Care Program Manager has begun convening a quarterly TAY Advisory Committee that will bring together community partners, staff, and former foster youth to collaborate on helping youth achieve independence.

The Foster Care Program Manager is exploring assessment tool options and is examining the current data system to see what changes can be made to track information about youth more effectively.

SLO County CWS has implemented the Supervised Independent Living Program (SILP) parenting youth stipend. The county will also continue examining how to help teen parents become connected to mentors and other parenting resources, as well as stay engaged with services accessed.

Outcome Measures Affected: 8A

Action Step Status:

In order to support this strategy, SLO County will employ the following methods:

- Schedule LTMs for all youth age 16 or older who are in FR or PP status- COMPLETED (is part of SLO County’s policy)
- Seek evidence based literature that can be used by caregivers at home and that will help them work with their youth to develop life skills- IN PROCESS
- Work with youth to identify mentors and other supportive adults who can offer positive support as they move toward independence- IN PROCESS
- Examine current assessment tools used to create youth’s Transitional Independent Living Program
Develop a tracking mechanism to ensure that all youth are being offered training and/or outreach materials in the core life skills domains. Skills include: Education, Employment, Housing, Life Skills, and Permanency. **ONGOING**

Create a structure that will ensure that youth with identified competency deficiencies, have received appropriate referrals and supports for improvement. **ONGOING**

Explore using prevention funds to contract with a community partner for a mentoring position that will work directly with foster youth who are parenting. Multi-generational involvement with CWS is not uncommon and a maternal history of victimization is a significant risk factor. Rates of substantiated abuse and neglect among children born to teen mothers with a history of reported or substantiated maltreatment are 2 to 3 times higher than the rates of children whose teen mothers had not been reported to CWS (Children's Data Network report California’s Most Vulnerable Parents: When Maltreated Children have Children). Mentors would be available to work intensely with parenting youth to address parenting needs and connecting youth with supports and resources. **IN PROCESS**

**Method of Evaluation and/or Monitoring:**

SLO County plans to:

- Monitor the use of the LTMs through the ILP database on a monthly basis
- Monitor completion of TILP goals
- Monitor life skill development through ongoing skills assessment testing
- Monitor youth participation in trainings offered through ILP
- Monitor TILP services delivered
- Monitor participation of care givers in trainings offered

**Additional Strategies (when applicable):**

Not applicable, as no changes will be made to the strategies selected for the SIP

**Program Reduction:**

Not applicable, as there has not been any significant reductions in spending on programs identified in the SIP

<table>
<thead>
<tr>
<th>Outcome Measure: P5 Placement Stability</th>
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<tbody>
<tr>
<td>Strategy # 7: Increase recruitment efforts</td>
</tr>
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</table>

**Analysis: (CWS)**

During the CSA Baseline report period (Q 4 2013) CWS performed at 4.45%. For the Annual SIP Progress report period (Q4 2015), CWS performed at 4.15% and as such CWS has seen an improvement in this measure for Placement Stability. This improvement is a result of the development of the CWS Foster Care
Recruitment, Retention, and Support (FCRRS) Program. The FCRRS Program includes the ongoing convening of our recruitment and retention focused workgroups, coordinated recruitment efforts with FCNI, an expanded relative search program, and enhanced presence and outreach in the community to raise awareness of the need for Resource Families. CWS is working toward continuing the progress in this area as we advance in the development and responsiveness of our FCRRS Program goals and initiatives. In particular, CWS is hopeful that our enhanced partnership with the school districts and associated Parent Teachers Associations (PTA) will provide further opportunities to develop Resource Homes in the foster children’s community/neighborhoods of origin and mitigate the need for placement moves.

**Outcome Measures Affected:** P5

**Action Step Status:**

In order to support this strategy, SLO County will employ the following methods:

<table>
<thead>
<tr>
<th>Action Step Status</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to convene a Recruitment and Retention Workgroup to assess needs and generate new strategies and ideas to address those needs</td>
<td><strong>ONGOING</strong></td>
</tr>
<tr>
<td>CWS is partnering with FCNI, CWS Social Workers, Social Worker Supervisors, Management, former foster youth, Resource Parents, Probation, and birth parents to analyze census data to develop a better understanding of the dynamics and challenges within our community to best strategize solutions</td>
<td><strong>ONGOING</strong></td>
</tr>
<tr>
<td>Target recruitment that will include: Implementation of Faith in Motion, outreach to faith-based communities, businesses, community-based organizations and schools; recruitment mailings to residences of SLO County, new commercials, development of social media and Foster Care website and inclusion of Resource Parents in recruitment activities.</td>
<td><strong>ONGOING</strong> (joint recruitment with FCNI)</td>
</tr>
<tr>
<td>Improve Parent Resource Information Development and Education (PRIDE) Training to include more in-depth information regarding the CWS process. Also provide services to families, such as free health screenings, TB tests, live scanning, and CPR/First Aid training, to remove barriers for the home approval process</td>
<td><strong>COMPLETED and ONGOING</strong> (expanded Public Health MOA to include health screenings and TB testing. Live scans and CPR training are provided at no cost to RFA applicants)</td>
</tr>
<tr>
<td>Create a new database for tracking PRIDE participant’s attendance and services</td>
<td><strong>IN PROGRESS</strong></td>
</tr>
<tr>
<td>Track withdrawals and completion of PRIDE participants</td>
<td><strong>IN PROGRESS</strong> (with database)</td>
</tr>
<tr>
<td>Create new SLO County Certified Shelter Bed Homes Program</td>
<td><strong>COMPLETED</strong></td>
</tr>
<tr>
<td>Apply for new funding opportunities to explore new and innovative recruitment, retention and support strategies</td>
<td><strong>ONGOING</strong></td>
</tr>
<tr>
<td>Better utilize already identified months (such as National Foster Care month and National Adoptions month) to drive community-wide awareness of the need for Resource Families and promote awareness of foster care</td>
<td><strong>COMPLETED and ONGOING</strong></td>
</tr>
<tr>
<td>Examine trend of male foster youth experiencing a higher level of placement instability than female foster youth</td>
<td><strong>IN PROGRESS</strong></td>
</tr>
<tr>
<td>Examine trend of older youth experiencing a higher number of moves and identify strategies to recruit homes who want to provide care for older teens and understand their needs</td>
<td><strong>IN PROGRESS</strong></td>
</tr>
</tbody>
</table>
- Seek ways to partner with schools in order to recruit teachers to help increase the availability of homes within each school district. This will increase the likelihood children will be able to stay within their school of origin - **ONGOING** (partnering with county school districts and PTA to present at teacher trainings to raise awareness. Further collaboration includes Trauma Informed Care and CCR implementation collaboration.

**Method of Evaluation and/or Monitoring:**

- Database needs to be created for:
  - Number of inquiries received, broken down by which advertisement method reached that individual
  - Number of inquiries that begin the approval process
  - Number of inquiries that convert to actual RFA approved homes
  - RFA approvals
  - RFA approval withdrawals
  - RFA approvals closing reasons after approved
  - Number of RFA families ongoing
- Monitor reasons why RFA homes choose to stop fostering
- Monitor reasons why families who initially inquire do not complete the process
- Monitor reasons why RFA choose to give notice on children in their home to have them moved
- Monitor success of various recruitment strategies

**Additional Strategies (when applicable):**

Not applicable, as no changes will be made to the strategies selected for the SIP

**Program Reduction:**

Not applicable, as there has not been any significant reductions in spending on programs identified in the SIP

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**Outcome Measure: P5 Placement Stability**

**Strategy # 8: Increase resources for Foster Parents and Social Workers**

**Analysis: (CWS)**

During the CSA baseline report period (Q 4 2013) CWS performed at 4.45%. For the Annual SIP Progress Report period (Q4 2015), CWS performed at 4.15% and as such CWS seen improvement in this measure for Placement Stability. Partial reasoning for the improvement for Placement Stability is from the increased FCRRS Program’s services that include mentorship for Resource Families, active engagement with resource and relative caregivers via the Foster Support Unit, the added support of a FCRRS Social...
Worker, the expansion of a Respite Care Program, and the continued efforts as part of Quality Parenting Initiative (QPI). We are looking toward continuing progress in this area as we advance in the development and responsiveness of our FCRRS Program goals and initiatives.

Outcome Measures Affected: P5

Action Step Status:

- Increase resources for Foster Parents: Reimbursement and resources for respite care, free car seats for emergency placements, free diapers and free clothing for foster youth- **COMPLETED** (the Respite Care Program has been expanded under FCRRS)
- Work with local schools to provide emergency placement supplies for Resource Families- **ONGOING**
- Increase summer training programs adding Hot Topic summer training sessions- **IN PROCESS AND ONGOING**
- Increase access for Social Workers to attend training with Resource Families- **COMPLETED AND ONGOING**
- Bring Social Workers and Resource families together to work as teams (Provide food and childcare at all events)- **COMPLETE AND ONGOING**
- Develop four RFA Self-Care Improvement activities per year, including respite care, meals and education- **COMPLETED AND ONGOING** (Tri-Annual RFA events are scheduled for this year)
- Identify key annual trainings that SLO County will deliver in addition to special “one off” trainings of interest. Key annual trainings could include: accessing college education resources, trauma informed parenting, strategies for addressing developmental delays, mental health issues, etc- **COMPLETED AND ONGOING**
- Further develop the Foster Support Unit role to help connect Resource Families to resources- **ONGOING**
- Explore options for providing payment to Resource Families for child care expenses incurred- **ONGOING**
- Explore options for providing Resource Families additional support in transporting kids in their care to and from visitations, doctor visits, school etc.- **ONGOING**
- Explore providing Respite care to all Resource Families to help reduce burn out- **COMPLETED AND ONGOING**

Method of Evaluation and/or Monitoring:

- We utilize our current databases to track associated outcomes and are further in progress of expanding our databases as needed to better capture data to inform and guide our practice
- In the interim we track all efforts, supports, resources and associated outcomes that are not captured in our databases in spreadsheets
- We are further engaging with our resource and relative families to partner in developing an understanding of not only what we are doing well, but what we could do better or differently and recommended areas of focus to improve our intended outcomes

Additional Strategies (when applicable):

Not applicable, as no changes will be made to the strategies selected for the SIP
Program Reduction:
Not applicable, as there has not been any significant reductions in spending on programs identified in the SIP

Outcome Measure: P1 Permanency in 12 months (entering Foster Care)

Strategy #9: Increase the collaboration and coordination between Probation and Child Welfare

Analysis: (Probation)
Probation continues to be under the national standard of 40.5% in this outcome measure. According to the Q4 2015 Data Report, 3 out of 16 (18.8%) children were discharged to permanency within 12 months of entering foster care. This was a very slight improvement from the baseline performance referenced in the SIP; however, this data predates implementation of any of the strategies outlined in the SIP and therefore a significant difference was not expected. This data is also reflective of the difficulty Probation has meeting this particular outcome measure given the age of most probation foster youth as well as the complexity of their risk factors as outlined in the SIP.

Outcome Measures Affected: P1, 4B, P5

Action Step Status:
- Incorporate information specific to youth in Probation foster care into RFA Foster Parent training to better inform RFA families of probation specific issues and potentially develop more RFA homes for Probation foster youth - IN PROGRESS
- Hold monthly meetings between Probation management and CWS management to better coordinate services and foster care changes at the county level - COMPLETED (modified from quarterly meetings to monthly meetings)
- Incorporate Probation families into CAPSLO Direct Services Program which provides in home parenting support - IN PROGRESS
- Train Quality Assurance Social Workers on probation specific foster care information for better analysis and identification of barriers to permanency in 12 months - POSTPONED

Method of Evaluation and/or Monitoring:
- The Probation Chief Deputy overseeing the placement unit reviews the SIP Strategies and Action Steps on a quarterly basis with the Probation placement supervisor. This has been complicated by the turnover of the supervisor assignment for this unit.

Additional Strategies (when applicable):
Not applicable, as no changes will be made to the strategies selected for the SIP

Program Reduction:
Not applicable, as there has not been any significant reductions in spending on programs identified in the
<table>
<thead>
<tr>
<th>Outcome Measure: 4B Least Restrictive Placement (First Entries)</th>
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<tbody>
<tr>
<td>Strategy # 10: Enhance training and resources available to Probation Placement Officers</td>
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</table>

**Analysis: (Probation)**

According to the Q4 2015 Data Report, which looked at the 12 month period of January 1, 2015-December 31, 2015, Probation had 13 youth enter foster care to a first placement type of Group Homes. This was a reduction by one from the annual total from 2014 of 14 youth, but unchanged from 2013. Probation’s target improvement goal as referenced in the SIP is based on total count versus percentage as Strategy #11 is designed to reduce the overall number of youth entering Group Home Placement. Furthermore, as referenced previously in the analysis of Strategy #10, there has been little time for any of the strategies outlined in the SIP to take effect; therefore, little overall difference was expected at this time.

**Outcome Measures Affected: 4B, P5, 8A**

**Action Step Status:**

- Create and implement a process for Probation to utilize LTMs to better support older youth transitioning home or to less restrictive placement types- **COMPLETED**
- Create and implement a process for Probation to use Parent Locator Service (PLS) to better identify parental and relative placement options- **COMPLETED**
- Train Placement Unit Staff on specifics of EFC- **POSTPONED** (due to staff turnover in the Probation Placement Unit, three new probation officers and two different supervisors since the SIP)

**Method of Evaluation and/or Monitoring:**

- The Probation Chief Deputy overseeing the placement unit reviews the SIP Strategies and Action Steps on a quarterly basis with the Probation placement supervisor. This has been complicated by the prior referenced turnover with the supervisor assignment.

**Additional Strategies (when applicable):**

Not applicable, as no changes will be made to the strategies selected for the SIP

**Program Reduction:**

Not applicable, as there has not been any significant reductions in spending on programs identified in the SIP
### Outcome Measure: 4B Least Restrictive Placement (First Entries)

#### Strategy # 11: Develop an in-custody treatment program for high risk probation youth

**Analysis: (Probation)**

The development of an in-custody treatment program for high risk probation youth continues to be an important strategy for Probation Department. Implementation efforts have commenced and are moving forward on target. This strategy is expected to significantly reduce the number of youth that Probation places in Group Homes once the program is in place. Implementation of this strategy relies in part on an expansion project underway at the San Luis Obispo County Juvenile Hall. It is noteworthy that this project is currently expected to be completed on time, in July of 2016.

**Outcome Measures Affected:**

**Action Step Status:**

- Create a workgroup to develop an in custody treatment program- **COMPLETED**
- Research evidence based practices and principles on effective in-custody treatment programs- **COMPLETED** (Probation staff visited in-custody treatment programs in other counties including Santa Barbara, Ventura and Orange in California, as well as a program in Portland, Oregon)
- Research and visit existing in-custody treatment programs in nearby counties- **COMPLETED** (executive steering committee was formed and has been working towards program implementation)
- Complete program development, including policies and procedures, positions, and job descriptions- **POSTPONED** (Being modified to a later date to coincide with the overall target program implementation date of January 1, 2017. This allows more time for program development including consultation and coordination with an outside treatment provider yet to be determined that will be responsible for most of the therapeutic interventions in the program. It also allows time for incorporation of related efforts in the county around CCR. Specifically, Probation will be participating in CFT training with Child Welfare Services and the CFT model will be used in the in-custody treatment program.)

**Method of Evaluation and/or Monitoring:**

- The Probation Chief Deputy responsible for planning of the in-custody treatment program reports progress towards implementation to an executive steering committee that includes both the Chief Probation Officer and Assistant Chief Probation Officer on a monthly basis.

**Additional Strategies (when applicable):**

Not applicable, as no changes will be made to the strategies selected for the SIP

**Program Reduction:**

Not applicable, as there has not been any significant reductions in spending on programs identified in the SIP
**OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION**

**S2 RECURRENCE OF MALTREATMENT-CWS**

SLO County chose this measure for a variety of reasons. Since the 2015 SIP, SLO County’s performance has improved slightly, but not enough to meet the expectations of the agency and the National Goal. Staff and stakeholders agree that systemic changes and additional services/resources are needed to ensure families are empowered to develop strength and resiliency by connecting with their communities to prevent future recurrence of maltreatment.

After a comprehensive analysis of this measure during the Peer Review, CSA and initial SIP process, SLO County is developing strategies specifically targeted to address the internal gaps in practice. This will reduce the rate of recurrence by implementing a SOP Continuum of Care. This SOP Continuum of Care framework will eventually integrate CFTMs prior to the Jurisdictional/Dispositional Hearing, Status Review Hearings, and Permanency Hearing. This meeting framework will help address the need for a systemic structure to facilitate a warm hand-off between CWS and community partner programs. Ideally, with the implementation of the SOP Continuum of Care, CWS will be able to provide support for the families served and address strengthening the following programs: Linkages, TDM, Family Finding and Engagement (FFE), Katie A, Standardized Decision-Making (SDM), Continuous Quality Improvement (CQI), and Aftercare.

As of 2012, SLO County implemented SOP as a best practice approach for social workers. A team of SOP Coaches, which consists of CWS Staff Development, Social Worker Supervisors, and Social Workers, continues to provide SOP training and coaching to sustain the implementation of SOP. The goal is to move SOP from an optional best practice to a standardized practice. The use of SOP language and tools will become standardized in Safety Plans, Court Reports, and Family Team Meetings.

In February 2016, CWS implemented a monthly SOP 101 training to local providers in preparation for the first CFT training which occurred on April 4th & 8th, 2016. Since this collaboration began, 84 local providers were trained on SOP 101 and 104 local providers were trained on the framework of a local CFT Meeting. Facilitators for Services Affirming Family Empowerment (SAFE), Wraparound, Katie A CFTM, and TDM participated in the SOP Facilitation training and are a part of the SOP CFTM Workgroup.

The County’s goal is to integrate SOP practice in CWS from Emergency Response through Aftercare. This model will utilize SOP terms, agreements, mapping sessions, and solution focused questions while engaging the family and community stakeholders in case planning. SOP was implemented in SLO County in 2012 as a Best Practice and is currently being fully integrated as an expected practice for all CWS Social Workers. Staff turnover, lack of SOP infield coaching and internal inconsistencies in SOP practice delayed full implementation and these barriers continue to be addressed. Leadership strongly believes SOP will assist with efforts to improve SLO County’s Recurrence of Maltreatment performance and is committed to addressing the barriers and obstacles mitigating the implementation of SOP.
P4 Re-entry in 12 Months-CWS

In regards to the federal measure P4 Re-entry in 12 months, one of the most consistent barriers is staffing. SLO County has had a high volume of staff turnover in our Family Maintenance/Family Reunification (FM/FR) Units. In addition to the high volume of work, FM/FR Social Workers are faced with multiple contributing factors with limited resources and services.

Other pressing barriers are the lack of housing, lack of services to address addiction and mental health illness, and an increase in domestic violence. The lack of available housing in SLO County continues to be a major barrier for families transitioning from Family Reunification to Family Maintenance. The U.S. Census Bureau and the California Public Utilities Commission estimates Los Angeles County has a rental vacancy rate of 3.7%, Santa Clara County and San Francisco County have 2.9% vacancy rates, and it’s 4.9% for Santa Barbara County. However, SLO County has a 1.7% rental vacancy rate, the lowest in California. Other key barriers that have been identified by the FTC Steering Committee have been the issues of mental health illness and domestic violence while the parent(s) are trying to maintain sobriety. The lack of resources in SLO County to address these barriers continues to be a major obstacle in assisting parents in developing the capacity to provide safety for their child(ren).

8A Children Transition to Self-Sufficient Adulthood-CWS

In regards to the state measure 8A Children Transitioning to Self-Sufficient Adulthood; the largest barrier has been the switch in the service provider for ILP services. In July 2015, SLO County began contracting with FCNI for ILP services. This has created a learning curve, as FCNI has had to train new staff and get up to speed on all ILP services and needs. In order to help with this transition, SLO County has regular one on one monthly meetings with the contractor’s ILP supervisor, attends the ILP program’s monthly staff meetings to answer questions, hosts quarterly planning sessions to coordinate service delivery and works collaboratively with the contractor to plan and deliver youth events.

P5 Placement Stability-CWS

In regards to federal measure P5 Placement Stability, lack of housing in SLO County continues to be an obstacle for recruiting RFA homes. Additionally, San Luis Obispo appears to have a large population of younger families who are not inclined to receive foster children/youth in their homes until their biological children are older. CWS is partnering with FCNI, CWS Social Workers, Social Worker Supervisors, Management, former foster youth, Resource Parents, Probation, and birth parents to analyze census data to develop a better understanding of the dynamics and challenges within our community to best strategize solutions.

P1 Permanency in 12 Months (entering foster care)-Probation

In regards to P1 Permanency in 12 Months (entering foster care), the most consistent barrier continues to be the large turnover of staff in the Probation Placement Unit since the development of the SIP. All three probation officers in the unit are new to the assignment since the SIP and there have also been
two different supervisors during that same period. This has led to a prioritization of efforts more towards new staff training and orientation and left less time for focusing on SIP strategies.

**4B Least Restrictive Placement (Entries First Placement)-Probation**

In regards to the state measure 4B Least Restrictive Placement (Entries First Placement), as was previously mentioned with measure P1 for Probation, staffing remains the most consistent barrier for this strategy. As new staff has come into the Probation Placement Unit, it has been a necessity to focus on training of the new staff for basic foster care placement rules and regulations versus other more specialized topics. This staffing turnover is unusual for the Probation Placement Unit as staffing had been very stable prior to 2015. In reviewing the causes of the turnover, it was apparent that it was more one-time culmination of unexpected events than any systemic concern. The changes were the result of two promotions, one earlier than expected retirement and one resignation for a change of careers.

**PROMISING PRACTICES/ OTHER SUCCESSES**

**S2 Recurrence of Maltreatment and P4 Re-entry in 12 months-CWS**

In 2015 SLO County CWS experienced the following successes for Recurrence of Maltreatment:

- **Safety Organized Practice:** CWS has been offering SOP 101 training for local providers to share the language and tools that are being used in Child Welfare to address safety, harm, and danger. The training also includes a comparison between contributing factors and safety concerns, as this tends to be an area of contentious debate. A Mapping Session is also included to model the team meeting framework that we are implementing in this county with the CFTMs.

- **Child and Family Team Meetings:** CWS is partnering with Mental Health, Probation, CASA, SAFE Facilitators, and Drug and Alcohol to offer training on a local CFT Model. Over 100 local providers have been trained on the roles and responsibilities of each agency in a CFT, overview of SOP, and a Mapping Session activity occurred to gather input on what needs to happen next to improve collaboration and consistency in coordinated services. The response from the attendees was positive and they appreciated the collaborative approach in presenting training.

- **Multi-Service Referral and Release of Information Form:** CWS has collaborated with Behavioral Health to revise the existing Multi-Service Referral and Release of Information DSS 815 to meet the new Release of Information (ROI) compliance statues and the standards for DSS and Behavioral Health staff to collaborate in serving our linked families.

- **Family Treatment Court Program:** The FTC Steering Committee is strong and moving forward in expanding collaborations with Housing and Intimate Partner Violence (IPV) providers to address the housing and IVP issues that hinder parents from completing their FTC program.

**P4 Re-entry in 12 months-CWS**

In 2015-2016 SLO County CWS experienced the following successes for Re-entry in 12 Months:
• The FTC Steering formed a FTC Association/Aftercare Sub-committee tasked with researching existing models and proposing a FTC Association and Aftercare Model for SLO County.

• The proposal for a Parent Partner was not submitted in time for the 2015/2016 budget discussion. The FTC Association/Aftercare Sub-committee will be submitting a recommendation for a CWS FTC Parent Partner position in October 2016 for the 2016/2017 Management Budget Discussion.

• The FTC Program Manager will work with the Alumni and Aftercare Subcommittee to create a protocol for an ongoing recruiting process for Alumni.

• The FTC Coordinator and Program Manager will research potential meeting locations and make a recommendation to the FTC Committee for input by December 2016.

• The FTC Program Manager will collaborate with the CWS and Drug & Alcohol Service FTC Coordinators to use the existing FTC databases to identify outcomes and start collecting data to monitor progress.

8A CHILDREN TRANSITION TO SELF-SUFFICIENT ADULTHOOD-CWS

In 2015 SLO County CWS experienced the following successes in the ILP Program:

• 78% of all eligible youth participated in the ILP program

• 87% of youth living in a SILP, transitional housing or other independent living arrangement, completed a household budget

• 73% of youth living in a SILP, transitional housing or other independent living arrangement had a savings account

• 54% of ILP youth received financial literacy education

• 43% of eligible youth completed a resume and master job application

• 64% of eligible youth had an established career objective

• 56% of eligible participants who were age 18 or above and not enrolled in school were working

• 85% of youth age 14 or above were referred to professional college guidance counseling

• 75% of eligible youth had an established college/vocational training plan

• 66% of eligible youth had an established transportation plan including knowledge of using public transportation

• 91% of youth age 18 or older had either originals or copies of all vital documents

• 92% of youth age 18 or older were provided information about essential community resources and demonstrated knowledge of how to access them (e.g. food, counseling, housing, etc.)

P5 PLACEMENT STABILITY-CWS

In 2015 SLO County CWS experienced the following successes for Placement Stability:

• Enhanced Relative Search Program

• Joint Recruitment

• Retention and Support activities with FCNI

• Targeted community outreach to human service organizations and local businesses

• Exploration of Faith in Motion outreach
- Foster Support Unit expansion
- Enhanced relative finding program
- Participation on county coalition to develop a trauma informed county
- Joint Recruitment, Retention and Support activities with FCNI
- Enhanced Resource Parent Mentor program

P1 PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE)-PROBATION

In 2015 SLO County Probation experienced the following successes for Permanency in 12 Months:

- Improvements in collaboration and coordination with CWS
- Continued collaboration with CWS

4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)-PROBATION

In 2015 SLO County Probation experienced the following successes for Least Restrictive Placement (Entries First Placement):

- Probation was able to provide enhanced resources available to Placement Probation Officers
- Researched evidenced based residential programming practices and principles
- Visited in-custody treatment programs in other counties (Santa Barbara, Ventura, Orange Counties)
- Visited in-custody treatment program in Portland, Oregon

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

Measures highlighted in yellow indicate areas of focus for this SIP Report.

Measures highlighted in purple indicate areas that are not meeting the Federal or State standard.

Quarter 4 2015

<table>
<thead>
<tr>
<th>Measure</th>
<th>Federal Standard</th>
<th>Child Welfare Services' Performance</th>
<th>Probation Performance</th>
<th>Direction</th>
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<tr>
<td></td>
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<td>Q4 2013 Percent</td>
<td>Q4 2015 Percent</td>
<td>Q4 2013 Percent</td>
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<tr>
<td>S1 Maltreatment in Foster Care</td>
<td>&lt;8.5%</td>
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<td>Q4 2013 Percent</td>
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### Q4 2013 Percent

- **P2 Permanency in 12 months (in care 12-23 months)**: 43.6\% > 52.1\% 61.8\% 50\% 0\%
- **P3 Permanency in 12 months (in care 24 months or more)**: 30.3\% > 29\% 30.6\% 0\% 0\%
- **P4 Re-entry in 12 months**: <8.3\% 22.8\% 29\% 25\% 0\%
- **P5 Placement Stability**: <4.12\% 5.29\% 4.15\% 2.75\% 1.4\%
- **2B Timely Response – Immediate**: 90\% > 100\% 98.1\% N/A N/A
- **2B Timely Response – 10 day**: 90\% > 98\% 94.8\% N/A N/A
- **2D Timely Response- Completed (Immediate)**: N/A N/A 98.1\% N/A N/A
- **2D Timely Response- Completed (10 day)**: N/A N/A 81.7\% N/A N/A
- **2F Monthly Visits (Out of Home)**: 95\% > 92.4\% 97.7\% 98.4\% 96.7\%
- **2F Monthly Visits in Residence (Out of Home)**: 50\% > 74.2\% 81.4\% 91.2\% 93.2\%
- **2S Monthly Visits (In Home)**: N/A N/A 85.5\% N/A N/A
- **2S Monthly Visits in Residence (In Home)**: N/A N/A 67\% N/A N/A
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<td>8A-2 Obtained Employment</td>
<td>8A-3 Have Housing Arrangements</td>
<td>8A-4 Permanency Connection with an Adult</td>
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<td>61.7%&gt; Standard from 2015 SIP Current is N/A</td>
<td>20.7%&gt; Standard from 2015 SIP Current is N/A</td>
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Source: CWS/CMS 2015 Quarter 4 Extract

**SUMMARY OF CWS/PROBATION OUTCOME MEASURES PERFORMING BELOW NATIONAL STANDARD**

**S1 MALTREATMENT IN FOSTER CARE**

**CHILD WELFARE SERVICES**

This measure captures the rate of victimization per day of foster care for all children in foster care during a 12-month period. This measure includes all maltreatment types by any perpetrator, not foster parents/facility staff exclusively. It includes all days in foster care during the year with multiple incidents of substantiated maltreatment for the same child included in the calculations.
During the CSA baseline quarter (Q4 2013), SLO County performed at 7.51%, meeting the Federal Standard of 8.5%. In Q4 2015, SLO County performed at 9.37%, less than one percent above the Federal Standard. Due to the small sample size in our county and the way this measure is calculated, a difference of less than one percent is not necessarily indicative of a systemic problem.

**S2 Recurrence of Maltreatment**

**Child Welfare Services**

This measure was chosen as a focus area for this SIP Report. Please see the Status of Strategies section on page 8 for further analysis for this measure.

**P1 Permanency in 12 Months (Entering Foster Care)**

**Child Welfare Services**

This measure captures all children in care on the first day of the 12-month period that entered into foster care and the percent that discharged to permanency within 12 months. During the CSA baseline quarter (Q4 2013) SLO County was performing at 33.9%. The Federal goal is to be greater than 40.5%. During the Annual SIP Progress Report period (Q4 2015), SLO County CWS saw this measure improve slightly to 36.5%, but still not meeting the Federal Standard. Due to the small sample size in our county, percentages can be impacted significantly by the number of children being counted in the measure.

Further analysis shows that from 4/1/2014-3/31/2015 San Luis Obispo County was performing at 37.6%, which further demonstrates the wide fluctuation this measure can experience. For the time frame of 7/1/2014 to 6/30/2015 San Luis Obispo was performing at 33.5%. If we delve deeper into the data for this time period, there are a total of 69 youth who achieved permanency out of a total of 206 who were being measured. Of these youth, 8 achieved permanency through adoption, 3 through guardianship, and 58 through reunification. For the time frame of 4/1/2014 to 3/31/2015 there were 68 children who achieved permanency out of a total of 188. Of these youth, 10 achieved permanency through adoption, 3 through guardianship and 55 through reunification. It is interesting to note that although the percentage changed by 4 percentage points, the number of youth who actually achieved permanency for both time frames remained relatively consistent with an increase in the number adopted. It is likely that the small sample size for this measure greatly impacts the performance percentage measurement.

**Probation**

This measure was chosen as a focus area for this SIP Report. Please see the Status of Strategies section on page 20 for further analysis for this measure.
P2 Permanency in 12 Months (in care 12-23 months)

Probation

This measure captures all the children who entered care on the first day of the 12-month period and who had been in care between 12 and 23 months and the percentage of children who were discharged to permanency within 12 months. During the CSA baseline quarter (Q4 2013) Probation was performing at 50%. The Federal goal is to be greater than 42.6%. During the Annual SIP Progress Report period (Q4 2015), Due to the small sample size of seven youth, Probation saw this measure decrease substantially to 0%.

Of the seven Probation youth in foster care on 1/1/15, who had been in foster care for 12-23 months, none discharged to permanency by 12/31/15. In reviewing the seven cases, several demographic factors stood out. The average age of this group was 16, with three of the seven being age 17. Four of the youth were prior WIC 300 dependents of the court, indicating significant complexities of issues and prior unsuccessful attempts at family intervention. Two of the youth were receiving specialized treatment for significant felony sexual offending behaviors and this type of treatment often takes an extended period of time and provides barriers to permanency options, therefore timely discharge to permanency.

P3 Permanency in 12 Months (in care 24 months or more)

Probation

This measure captures all children in care the first day of the 12 month period who had been in care for 24 months or more and the percentage of children who were discharged to permanency within 12 months. During the CSA baseline quarter (Q4 2013), Probation was performing at 0%. The Federal goal is to be greater than 30.3%. During the Annual SIP Progress Report period (Q4 2015), Probation continued to perform at 0% for this measure.

The one Probation youth in foster care on 1/1/15, who had been in foster care for 24 or more months, did not discharge to permanency by 12/31/15. Even though Probation is well below the Federal Standard for this measure, with the small sample size of one case, there was no room for error. In reviewing the one case, the following factors were identified as likely contributing to the difficulty in permanency planning. This youth was 17 years old and a prior WIC 300 dependent of the court. He was receiving residential sex offender treatment and neither parent was willing or able to accept the youth back in their home. Furthermore, exhaustive efforts were made to identify relatives willing or able to accept the youth into their homes and provide appropriate supervision and none were located.

P4 Re-entry in 12 Months

Child Welfare Services

This measure was chosen as a focus area in CWS for this SIP Report. Please see the Status of Strategies section on page 11 for further analysis for CWS.
P5 PLACEMENT STABILITY

**CHILD WELFARE SERVICES**

This measure was chosen as a focus area for this SIP Report. Please see the Status of Strategies section on page 17 for further analysis for this measure.

**PROBATION**

This measure was chosen as a focus area in Probation for this SIP Report. Please see the Status Strategies section on page 21 for further analysis for this measure.

6B INDIVIDUALIZED EDUCATION PLAN (IEP)

**CHILD WELFARE SERVICES**

This measure captures the number of children in out-of-home placements who have ever had an IEP. During the CSA baseline quarter (Q4 2013), 13 of 350 (3.7%) of children in foster care in SLO County had an IEP. The State goal is to be above 7%. During the Annual SIP Progress Report period (Q4 2015) 7 of 331 (2.1%) of children in foster care in SLO County (both CWS and Probation) had an IEP.

SLO County has begun using the Foster Care data sharing system in collaboration with our local County Office of Education. At a point-in-time check on 5/25/2016, the data sharing system showed that 46 students are currently listed as being foster care students and having an IEP. This suggests a data entry error in CMS.

SLO County recently implemented new tools for Social Workers to identify which school-aged youth already have an IEP. CWS hosts a quarterly meeting focusing on the educational needs of foster youth. In addition, CWS is working to improve awareness for early identification of the need for an IEP. This measure is also impacted because birth parents continue to hold educational rights even after the youth is taken into care, which can cause information from the schools to be given to the parent and not communicated to the Social Worker.

8A CHILDREN TRANSITIONING TO SELF-SUFFICIENT ADULTHOOD

**CHILD WELFARE SERVICES**

This measure was chosen as a focus area for this SIP Report. Please see the Status of Strategies section on page 14 for further analysis for this measure.

8A-1 COMPLETED HIGH SCHOOL EQUIVALENCY

**CHILD WELFARE SERVICES**

SLO County in 2010 had 66.7% of youth who completed their High School or GED for this measure. This number increased to 100% in 2013/2014 and 100% for 2014/2015. Data is not yet available for the
2015/2016 school year graduates. SLO County has seen the positive effect of legislature passed to help foster youth retain partial credits earned, and also the minimum graduation standards for foster youth under AB 490. SLO County collaborates with the San Luis Obispo County Office of Education (SLOCOE) to increase this measure. Access to tutoring and early identification of youth who are struggling or who are not on track to graduate is important for improving this measure. In addition, with the passage of AB12, youth have access to financial support while they finish their diploma and this has helped youth stay engaged in school without worrying about turning 18 and being unable to complete high school due to financial or housing concerns. This measure will be tracked as part of our larger focus on measure 8A and in preparing youth to be independent adults.

**8A-2 Obtained Employment**

*Child Welfare Services*

The SOC 405X Report for Q4 of 2015 shows that 100% of surveyed youth had obtained employment. The data report for the prior report period showed 0% of youth had obtained employment. SLO County subsequently investigated to determine what data entry changes are needed to accurately capture this data because many of our youth are successfully employed. As this data has not been consistently captured, CWS is unable to compare previous reporting periods to determine what data trends exist. Now that CWS has determined that this data can be obtained from the SOC 405X Reports, CWS will be able to monitor and report this information. From anecdotal data, this measure is increasing due to AB12 having a positive impact on youths’ readiness for employment and due to collaborative efforts with local youth job readiness programs. SLO County collaborates with Workforce Innovation and Opportunity Act for a Youth Workforce Program that promotes job opportunities for youth in the community. Job shadowing and mentoring opportunities have allowed unpaid positions to be converted to paid employment. In addition, we are collaborating with a community partner to develop paid job shadowing and monitoring opportunities within the community. This measure will be tracked as part of our larger focus on measure 8A and in preparing youth to be independent adults.

**8A-3 Housing Arrangements**

*Child Welfare Services*

The SOC 405X Report for Q4 of 2015 shows that 100% of surveyed youth had housing arrangements. For the CSA baseline report period (Q4 2013) 100% of SLO County youth had housing arrangements.

SLO County offers several housing options for youth including Transitional Housing Placement Program (THPP), Transitional Housing Program Plus (THP Plus) and Transitional Housing Plus Foster Care (THP Plus FC). We work closely with our transitional housing provider to address safety concerns that would otherwise create barriers to youth being admitted to transitional housing, and CWS works very closely with ILP to help youth navigate housing options available to them.
Being able to offer several housing options, in addition to the availability of the SILP for AB12 youth, has had a positive impact on our youths’ housing needs. In addition, ILP periodically sponsors a special event housing night and works closely with all youth to ensure they have stable housing.

8A-3 Housing Arrangements will be tracked as part of our larger focus on measure 8A and in preparing youth to be independent adults.

8A-4 PERMANENCY CONNECTION WITH AN ADULT

CHILf WELFARE SERVICES

The SOC 405X Report for Q4 of 2015 shows that 100% of surveyed youth reported to have at least one permanent connection. Data for this measure was not tracked previously in 2010; therefore, we are unable to compare this measure. For the 2013 data month, SLO County has a 100% rate of youth who have a permanency connection with an adult. SLO County has partnered with CASA to create a mentor program for ILP eligible youth. The mentor program has been beneficial to helping youth create another relationship with someone that they can carry on into adulthood after their professional services end. SLO County focuses intently with youth to help them identify and build their own support network that they can continue to access upon case closure. This measure will be tracked as part of our larger focus on measure 8A and in preparing youth to be independent adults.

State and Federally Mandated Child Welfare/Probation Initiatives

SAFETY ORGANIZED PRACTICE (SOP)

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

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

Staff Development conducts monthly SOP Trainings to community providers in order to integrate SOP as a universal language and framework to enhanced critical thinking and judgment to all individuals involved with a family.
Community Partners have attended the SOP 101 Training, which is a basic overview of SOP. It includes practice strategies and tools for social workers and service providers to clarify safety concerns and risk factors in a case, as well as enhance family participation. Introduction of the objectives, language, and tools of SOP; safety goals, harm & danger statements, safety networks, safety mapping, and the three houses are all covered in the training curriculum.

The SOP CFTM Training conducted in April 2016 assumes a basic knowledge of SOP principles and practices. The training was specifically about the upcoming implementation of SOP practices/language within CFTMs throughout the county. Many of the families CWS works with are involved with multiple service providers (i.e. CWS, Mental Health, SAFE, and community partners) and as a result receive multiple case plans. Developing a common structure and language for all of the different meetings will help increase uniformity among the agency case plans and decrease opposing service objectives for the families.

Central California Training Academy will assist with training and coaching to support the implementation of a SLO County SOP CFTM Continuum of Care Model. The department will collaborate with the NCCD and the Casey Foundation to implement an SOP CFTM Evaluation Model to monitor impact of the new Family Team Meeting (FTM) infrastructure and its impact on overall practice.

**CHILD AND FAMILY TEAM MEETING (CFTM) FRAMEWORK**

CWS has partnered with Mental Health, CASA, FCNI, Probation, Drug & Alcohol Services, and SAFE Facilitators to form a workgroup tasked with developing a local family team meeting framework that will include SOP language and elements. The framework will include teeming principles modeled after the Core Practice Model to ensure team meetings occur regularly throughout the life of a case and meet the needs of the family and children/youth first. This workgroup reviewed the different types and frequency of existing meetings currently conducted by these agencies. The goal is to organize existing meetings, such as TDMs, Wraparound, Katie A, and SAFE Prevention/Early Intervention under one Child and FTM Framework Model.

This year, workgroup members have collaborated to train over 75 community providers in SOP 101 and approximately 100 community providers on the local CFTM framework. These trainings will continue throughout the year and possibly into 2017 to ensure all key agency staff have been trained and are familiar with language and key elements of local CFTMs.

The CFT Workgroup plans to continue developing processes to improve the teaming of these agencies to support families in a consistent and efficient manner throughout the life of a case. Most importantly, the CFT Workgroup will continue to develop logistical supports necessary to monitor and sustain implementation, track CFTMs held, and align family progress and program outcomes for evaluation.
COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN (CSEC)

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

SLO County is in the process of developing a plan for the MDT meetings and identifying stakeholders who will be members of the MDT. The purpose of an MDT is to provide effective, collaborative, and authentic support to youth who have experienced CSE. The MDT is designed to help survivor youth obtain timely access to services through individualized multi-disciplinary case planning. MDT members will work with youth to coordinate the development of a plan to provide appropriate services, develop a safety plan, address basic needs, and create a plan for an effective placement.

The SLO County CSEC Speakers Bureau and the CSEC Youth Subcommittee have merged with the Human Trafficking Education and Outreach Committee to provide an interagency approach to training community stakeholders working with youth in child-serving systems. The CSEC/HT training will bring awareness to help identify sexually exploited and at-risk youth, provide service and supports for CSEC, as well as educate on the use of culturally competent and trauma-informed practices.

The Human Trafficking Education and Outreach Committee will engage youth and community stakeholders to identify needs for youth and gaps in resources/services. This committee will plan trainings, community events, and add youth specific services to local Family Resource Centers throughout SLO County. The goal will be to identify youth who are at risk for exploitation and connect them with services and support before victimization occurs.

CSEC prevention efforts are designed to utilize outreach and education. Prevention begins with identifying youth who are at risk for exploitation and connecting them with services and support before victimization occurs. CWS and Probation have been piloting the West-Coast Children’s Clinic Commercial Sexual Exploitation – Identification Tool (CSE-IT). Once the piloting phase has ended and the CSE-IT has been finalized, staff will attend training on the finalized version. Selected staff will also attend a CSE-IT Train the Trainers class to become certified to do trainings for new staff.

In order to identify a CSE or at-risk youth, a universal Screening Tool is currently being used by local agencies. The screener at the agency can refer the youth to services in the community that will meet their needs or continue providing services for them.

CSEC COLLABORATIVE RESPONSE TEAM

- Atascadero Bible Church
- Catholic Charities
- Central Coast Freedom Network
- Community Action Partnership (CAPSLO)
- County of San Luis Obispo Department of Social Services - CWS
California Child and Family Services Review

- County of San Luis Obispo District Attorney
  - County of San Luis Obispo Victim Witness
- County of San Luis Obispo Health Agencies
  - Drug and Alcohol Services
  - Behavioral Health Services
  - Public Health Services
  - Suspected Abuse Response Team (SART)
- County of San Luis Obispo Juvenile Probation
- Department of Homeland Security
- Family Care Network, Incorporated (FCNI)
- Federal Bureau of Investigations (FBI)
- Local Immigration Attorneys
- PACT
- RISE

CONTINUUM OF CARE REFORM (CCR)

The CCR derives from Assembly Bill 403 (AB 403). AB 403 is a comprehensive reform effort to make sure that youth in foster care have their day-to-day physical, mental, and emotional needs met; that they have the greatest chance to grow up in permanent and supportive homes; and that they have the opportunity to grow into self-sufficient, successful adults.

Efforts for CCR are targeted for Resource Families. Supportive services will include training and support so that Resource Families are better prepared to care for youth living with them. CCR also advances California’s long-standing goal to move away from the use of long-term Group Home Placements by increasing youth placement in family settings and by transforming existing Group Home Placements into places where youth not ready to live with families can receive short term, intensive treatment. CCR provides a timeline to implement this shift in placement options and related performance measures.

In preparation to meet the state requirement for CCR, San Luis Obispo County received an initial Foster Care Recruitment, Retention and Support (FCRRS) award of $118,889 on December 9, 2015 and a supplemental augmentation of $24,000 on March 2, 2016, bringing our total award to $142,889. This funding will be used to enhance recruitment and retention efforts in SLO County to support CCR and to bring youth back from Group Home Placement.

The proposed state plan for CCR in SLO County includes the following:

- Increase County licensed foster parents/ RFA homes by 15 homes
- Increase placements with relatives by 10%
- Improve placement stability
- Reduce use of congregate care by 50%
The state has acknowledged that the proposed state plan for SLO County was based on being awarded the initial proposal of $721,490. Due to the fact that SLO County was only awarded a portion of this request, SLO County is striving to meet a realistic outcome in proportion to the funding it received.

In an effort to meet the state plan for CCR in SLO County, CWS has incorporated the following for expansion recruitment tools for the Foster Care Unit Staff:

- Add an additional Social Worker for Recruitment and Retention
- Add an additional Program Review Specialist for Recruitment and Retention
- Add an additional Community Service Aid for Recruitment and Retention
- Expand the contract with Public Health for in home support
- Continue implementation for outcome measure P5
- Provide recruitment bonuses for current Resource Families who refer a new family who complete the RFA process

Additional supports for Resource Families include:

- Increased and expansion of existing mentoring program
- Transportation assistance
- In-home parenting education for foster families
- Create a lending library with books, DVDs, skill building toys and other materials to help foster families provide in-home therapy to youth in care
- Provide respite care payments for all care providers

The following steps have been taken or are in progress of implementation for CCR and the achievement of outcome measure P5:

**Agency**

- Coordinated weekly and monthly meetings with DSS staff and Community Partners to develop timelines of return for children in congregate care: Targeting the return of 10 children by December 31, 2016
- Emphasis on diverting children from entering higher level of care placements to family homes with increased training and support by utilizing our weekly Centralized Case Staffing and coordination with FCRRS Program
- Developing specialized training and support resources for Resource Families
- Expanded relative search program to exhaust all relative connections for children and youth for connection and/or possible placement consideration, either now or in the future
- Exploration of the Faith in Motion model of outreach to faith based communities
- Targeted outreach to child and family serving businesses in our county
- Press Release for National Foster Care Month
- Developing enhanced relationships and being present at community events
Inter-Agency and Communication Collaboration

- Converging of Katie A Pathways to Wellbeing Coalition and CCR monthly meetings
- Collaboration that is targeted for coordinated FCRRS outreach activities with FCNI
- Coordination with local school districts and PTA’s for collaboration, outreach, and community education on the need for RFA Homes.
- Expansion of CFTMs: Multi-agency cross trainings offered quarterly and correlated with SOP 101 Trainings
- Bi-monthly multi-agency Trauma Informed Care Trainings that are available to all members of the community toward the development of being a Trauma Informed county

RESOURCE FAMILY APPROVAL (RFA)

SLO County implemented the RFA Program on November 1, 2013. RFA is a new requirement for families providing care for dependent children in out of home placement. Under RFA, all families undergo pre-approval training, a psycho-social assessment and approval to become a permanent home should the child not be able to be reunified with their family and need to be adopted or have guardianship established. SLO County has seen the benefit of RFA in many ways, including a reduction of complaints in relative homes, increased engagement with relative families, and increased short term placement stability. Anecdotally, many relative caregivers have expressed how valuable they have found the additional training, including those who were approved under the prior relative approval rules. SLO County additionally sees RFA as a natural fit with the Quality Parenting Initiative (QPI). SLO County has been a QPI county for several years and sees RFA as a natural extension of treating caregivers as a professional member of the child’s team.

KATIE A

A monthly meeting is being held with CWS, Behavior Health, and Supervisors to ensure our local protocol is working well. An internal database was created for CWS to monitor that the children in care are getting a Mental Health Screening Tool Referral and Assessment completed by the Social Worker and sent to Mental Health. Once received by Mental Health, they make the determination whether or not the child is eligible to Katie A Services. This process also pertains to Non Minor Dependents regardless of whether or not they appear to be eligible for Katie A services. CWS can determine how many children have open Katie A cases, or have missing assessments. This process has been very helpful for both CWS and Behavioral/Mental Health Services.
### Priority Outcome Measure or Systemic Factor: S2 Recurrence of Maltreatment-CWS

This measure reflects the percentage of children who were victims of child abuse/neglect with a subsequent substantiated or indicated report of child abuse/neglect within 12 months.

**National Standard:** < 9.1%

**CSA Baseline Performance:** 86.2% (Q4 2013). According to the Q4 2013 Data Report, of the 312 who were victims of a substantiated or indicated maltreatment report during a 12-month period, 269 (86.2%) children did not have another substantiated or indicated maltreatment report within 12 months of their initial report.

**New Federal Measure Baseline Performance:** 18.3% (Q4 2013). According to the Q4 2013 Data Report, of the 694 who were victims of a substantiated or indicated maltreatment report during a 12-month period, 127 (18.3%) were victims of another substantiated or indicated maltreatment report within 12 months of their initial report.

**Annual SIP Progress Report 2016:** 14.3% (Q4 2015). According to the Q4 2015 Data Report, of the 489 children who were victims of a substantiated or indicated maltreatment report during a 12-month period, 70 (14.3%) were victims of another substantiated or indicated maltreatment reporter within 12 months of their initial report.

**Target Improvement Goal:**

If the number of children with substantiation during a 12-month period remains static at 694 for the next 5 years, then SLO County will have to increase the number of children with no other substantiation within 12 months of their initial report by the following:

**Year 3:**
- Decrease by 27 children with recurrence of maltreatment
- 14.4%

**Year 4:**
- Decrease by 52 children with recurrence of maltreatment
- 10.8%

**Year 5:**
- Decrease by 64 children with recurrence of maltreatment
- 9.1%

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### Priority Outcome Measure or Systemic Factor: P4 Re-entry in 12 months-CWS

This measure reflects the percentage of children re-entering foster care within 12 months of reunification.

**National Standard:** < 8.3%

**CSA Baseline Performance:** 19.8% (Q4 2013). According to the Q4 2013 Data Report, 21 (19.8%) of the 106 children who reunified had re-entered foster care in less than 12 months from the date of reunification.
New Federal Measure Baseline Performance: 22.8% (Q4 2013). According to the Q4 2013 Data Report, 18 (22.8%) of the 79 children who reunified had re-entered foster care in less than 12 months from the date of reunification.

Annual SIP Progress Report 2016: 29% (Q4 2015). According to the Q4 2015 Data Report, 20 (29%) of the 69 children who reunified had re-entered foster care in less than 12 months from the date of reunification.

Target Improvement Goal:
If the number of children reunifying with a parent/caregiver remains static at 97 (Data Source: CWS/CMS 2013 Quarter 4 Extract/UC Berkley), SLO County will need to decrease the number of children (18) re-entering foster care within 12 months by the following:

Year 3:
- Decrease by 4 children with no re-entry (14 total re-entering)
  - 14.43%

Year 4:
- Decrease by 4 children with no re-entry (10 total re-entering)
  - 10.30%

Year 5:
- Decrease 2 children with no re-entry (8 total re-entering)
  - 8.3%

Priority Outcome Measure or Systemic Factor: 8A Children Transitioning to Self-Sufficient Adulthood-CWS
This measure reflects the percentage of children who are transitioning to self-sufficient adulthood.

2015 SIP Baseline: 37.5%>

CSA Baseline Performance: 40.6% (Q4 2013). According to the Q4 2013 Data Report, 40.6% of youth receive ILP services. This meets the state’s standard from the 2014 CSA Baseline Performance of 37.5% and while it is not mandatory for youth to take part in ILP services, CWS encourages participation in the program. Even though SLO County CWS already meets the state standard, CWS will continue to engage youth to ensure each youth is aware and has the opportunity to participate in ILP services.

Annual SIP Progress Report 2016: 41% (Q4 2015). According to the Q4 2015 Data Report, 41% of youth receive ILP services. It is important to note that even though there is not a baseline on the UC Berkeley Data Report for this measure for Q4 2015, data was still available. This meets the 2015 SIP Baseline of 37.5% and while it is not mandatory for youth to take part in ILP services, CWS encourages participation in the program. Even though SLO County CWS already meets the state standard, CWS will continue to engage youth to ensure each youth is aware and has the opportunity to participate in ILP services.

Target Improvement Goal:
Below are the percentages that CWS will increase youth who are actively participating in ILP:

Year 3:
- 50% of ILP eligible youth actively participate in ILP
  - 60% of youth receive TILP delivered services
• 30% of 14/15 year old ILP eligible youth will participate in ILP
• 85% of EFC eligible youth will participate in EFC
• 15% of youth who exit EFC will re-enter

Year 4:
• 55% of ILP eligible youth actively participate in ILP
  o 65% of youth receive TILP delivered services
  o 35% of 14/15 year old ILP eligible youth will participate in ILP
  o 85% of EFC eligible youth will participate in EFC
  o 15% of youth who exit EFC will re-enter

Year 5:
• 60% of ILP eligible youth actively participate in ILP
  o 70% of youth receive TILP delivered services
  o 40% of 14/15 year old ILP eligible youth will participate in ILP
  o 85% of EFC eligible youth will participate in EFC
  o 20% of youth who exit EFC will re-enter

Priority Outcome Measure or Systemic Factor: P5 Placement Stability-CWS
This measure reflects the number of placement moves during a 12 month period.

National Standard: <4.12%

CSA Baseline Performance: 80.4% (Q4 2013). According to the Q4 2013 Data Report, of the 255 children served in foster care during the year who were in foster care for at least 8 days but less than 12 months, 205 children (80.4%) had two or fewer placement settings.

New Federal Measure Baseline Performance: 5.29% (Q4 2013). According to the Q4 2013 Data Report, of the 36,570 children who were measured under this baseline, they experienced 5.29% of moves per 1,000 days.

Annual SIP Progress Report 2016: 4.15% (Q4 2015). According to the Q4 2015 Data Report, of the 36,563 days in care for foster children who entered care during the 12 month reporting period and who were measured under this baseline, they experienced 4.15% of moves per 1,000 days.

Target Improvement Goal:
SLO County anticipates that it will take two years of implementation of recruitment and retention strategies to see a measurable impact on placement stability. Therefore we are not including a placement stability measurement increase until year 3 of our plan.

Year 1:
• At least 30% of Resource Parents will attend at least 1 in person training session per year
• Non-Traditional training methods will be utilized by at least 40% of Foster Parents per year
• At least 30% of County Social Workers will attend a joint training with Resource Families.
- Inquiry phone calls will increase by 5% over previous year
- Available RFA homes will increase by 5% over previous year

### Year 2:
- At least 35% of Resource Parents will attend at least 1 in person training session per year
- Non-Traditional training methods will be utilized by at least 45% of Foster Parents per year
- At least 35% of County Social Workers will attend a joint training with Resource Families.
- Inquiry phone calls will increase by 5% over previous year
- Available RFA homes will increase by 5% over previous year

### Year 3:
- At least 40% of Resource Parents will attend at least 1 in person training session per year
- Non-Traditional training methods will be utilized by at least 50% of Foster Parents per year
- At least 40% of County Social Workers will attend a joint training with Resource Families.
- Inquiry phone calls will increase by 5% over previous year
- Available RFA homes will increase by 5% over previous year
- Decrease placement moves to 4.3 per 1,000 days overall

### Year 4:
- At least 45% of Resource Parents will attend at least 1 in person training session per year
- Non-Traditional training methods will be utilized by at least 55% of Foster Parents per year
- At least 45% of County Social Workers will attend a joint training with Resource Families.
- Inquiry phone calls will increase by 5% over previous year
- Available RFA homes will increase by 5% over previous year
- Decrease placement moves to 4.12 per 1,000 days overall

### Year 5:
- At least 50% of Resource Parents will attend at least 1 in person training session per year
- Nontraditional training methods will be utilized by at least 60% of Foster Parents per year (at this juncture SLO County anticipates families will utilize both in personal training and nontraditional training methods which will account for the overlap of percentages)
- At least 50% of County Social Workers will attend a joint training with Resource Families.
- Inquiry phone calls will increase by 5% over previous year
- Available RFA homes will increase by 5% over previous year
- Decrease placement moves to 4.0 per 1,000 days overall

**Priority Outcome Measure or Systemic Factor: P1 Permanency in 12 months (entering foster care)-Probation**

This measure reflects the percentage of children who are discharged to permanency within 12 months of entering foster care.

**National Standard:** 40.5%>

**CSA Baseline Performance:** 18.2% (Q4 2013). According to the Q4 2013 Data Report, which looked at the 6 month period of January 1, 2013- June 30, 2013, 2 (18.2%) of 11 children were discharged to permanency within 12 months of entering foster care.

**New Federal Measure Baseline Performance:** 17.9% (Q4 2013). According to the Q4 2013 Data Report, which looked at the 12 month period of January 1, 2012- December 31, 2012, 5 (17.9%) of 28 children were
discharged to permanency within 12 months of entering foster care.

**Annual SIP Progress Report 2016**: 18.8% (Q4 2015). According to the Q4 2015 Data Report, which looked at the 12 month period of January 1, 2015 to December 31, 2015, 3 out of 16 (18.8%) children were discharged to permanency within 12 months of entering foster care.

**Target Improvement Goal:**
Probation is currently below the Federal Standard by 21.7%. The following represents the targeted increases for year 3-5 in order to meet the Federal Standard:

**Year 3:**
- 13.56% > (31.46% overall performance)

**Year 4:**
- 18.08% > (35.98% overall performance)

**Year 5:**
- 21.7% > (40.5% overall performance)

**Priority Outcome Measure or Systemic Factor: 4B – Least Restrictive (Entries First Placement: Group Home)-Probation**
This measure addresses the number of children entering foster care to a first placement type of Group Homes within a 12 month period.

**2015 SIP Baseline:**
- Relative Placements, 27.2% >
- RFA Homes, 16.3 >
- FFA, 4.39% >
- Group Homes, <10%
- SILP, N/A
- Transitional Housing, N/A
- Guardians, 2.5% >

**CSA Baseline Performance:** 72.2% (Q4 2013). According to the Q4 2013 Data Report, there were 51 Probation youth placed in foster care 22.2% were in Relative Placements, 5.6% (2) were in Foster Family Agency (FFA) Placements, **72.2% (13)** were in Group Homes, 21.6% (11) were in SILPs, and 7.8% (4) were in Transitional Housing. None placed in RFA Homes or with Guardians.

**Annual SIP Progress Report 2016**: 84.6% (Q4 2015). According to the Q4 2015 Data Report, Probation had 11 youth enter foster care to a first placement type of Group Homes. While this was not a reduction by measure of percentage, there was a reduction from Q4 2013 in total count from 13 to 11.

**Target Improvement Goal:**
If the number of remains static at 51 for the next 5 years, then SLO County Probation will have to decrease the number of Probation youth placed in group care as a first placement type by:

**Year 3:**
- Less than 11 children in Group Home
- Group Home: 21.6%
Year 4:
- Less than 9 children in Group Home
- Group Home: 17.6%

Year 5:
- 5 children or less in Group Home
- Group Home: 10%
<table>
<thead>
<tr>
<th>Strategy 1:</th>
<th>Implement SOP CFTM Continuum of Care to reduce reoccurrence of maltreatment by 9.2%.</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ CAPIT</td>
<td>□ CBCAP</td>
</tr>
<tr>
<td>Applicable Outcome Measure(s) and/or Systemic Factor(s):</td>
<td></td>
</tr>
<tr>
<td>S2 Recurrence of Maltreatment</td>
<td></td>
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<tr>
<td>P4 Re-entry in 12 months</td>
<td></td>
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<tr>
<td>P5 Placement Stability</td>
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<tr>
<td>□ N/A</td>
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<tr>
<td>□ Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</td>
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</table>

<table>
<thead>
<tr>
<th>Action Steps:</th>
<th>Implementation Date:</th>
<th>Most Recent Status (Q4 2016):</th>
<th>Person Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Convene workgroup to develop an interagency SOP Child Family Team Meeting process that will encompass a universal language (SOP), coordinated response and case planning, standardized safety and mental health assessments, in SLO County.</td>
<td>03/2016</td>
<td>❌ Completed (03/16)</td>
<td>CWS Staff Development CFTM Workgroup</td>
</tr>
<tr>
<td>B. Review existing family team meeting policy and procedures to assess comparability and collaborate with community partners to create uniformity in existing family team meeting framework.</td>
<td>06/2016</td>
<td>❌ Completed (MM/YY)</td>
<td>CWS Staff Development CFTM Workgroup</td>
</tr>
<tr>
<td>C. Develop policy and procedures in support of SOP CFTMs.</td>
<td>07/2016</td>
<td>❌ Completed (MM/YY)</td>
<td>CWS Staff Development CFTM Workgroup</td>
</tr>
<tr>
<td>D. CFTM Workgroup will provide training and coaching to achieve joint understanding between the DSS, service providers, and families about child safety, improve transparency, and improve overall practice.</td>
<td>09/2016</td>
<td>❌ Completed (02/16)</td>
<td>CWS Staff Development CFTM Workgroup</td>
</tr>
<tr>
<td>Action Steps</td>
<td>Implementation Date</td>
<td>Most Recent Status (Q4 2016)</td>
<td>Person Responsible</td>
</tr>
<tr>
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</tr>
<tr>
<td>A. Collaborate with Differential Response provider, CAPSLO to review and revise program specifications to expand local State Family Preservation Program.</td>
<td>03/2016</td>
<td>☒ Completed (12/15)</td>
<td>CWS Staff Development Probation CAPSLO</td>
</tr>
<tr>
<td>B. Update policies and procedures for implementation of the revised State Family Preservation Program.</td>
<td>04/2016</td>
<td>☒ Completed (05/15)</td>
<td>CWS Staff Development Probation CAPSLO</td>
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<tr>
<td>C. Provide cross-training to CWS, Probation, and CAPSLO staff.</td>
<td></td>
<td>☑ Completed (06/16)</td>
<td>CWS Staff Development Probation CAPSLO</td>
</tr>
<tr>
<td>D. CWS, Probation, and CAPSLO will meet monthly to discuss issues, ongoing strengths, and service delivery between the agencies.</td>
<td></td>
<td>☑ Completed (MM/YY)</td>
<td>CWS Staff Development Probation CAPSLO</td>
</tr>
<tr>
<td>E. Collaborate with Behavioral Health to expand Substance Abuse and Mental Health resources/services for prevention and early intervention.</td>
<td></td>
<td>☑ Completed (MM/YY)</td>
<td>CWS Staff Development Probation CAPSLO</td>
</tr>
<tr>
<td>F. Monitor service delivery and outcomes, utilizing local databases.</td>
<td></td>
<td>☑ Completed (MM/YY)</td>
<td>CWS Staff Development Probation CAPSLO</td>
</tr>
</tbody>
</table>
### Strategy 3:
FTC Alumni Association and Aftercare. This will assist in reducing reentry by connecting parents who have successfully completed FTC with the Alumni Association (parent who graduated FTC and successfully reunited with their child/ren) for ongoing support during the case and after dismissal.

#### Applicable Outcome Measure(s) and/or Systemic Factor(s):
- P4 Re-entry in 12 months

#### Action Steps:

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Implementation Date</th>
<th>Most Recent Status (Q4 2016)</th>
<th>Person Responsible</th>
</tr>
</thead>
</table>
| A. Create FTC Association and Aftercare Committee to discuss information from other counties Aftercare programs to see what model would best fit SLO County. | 11/1/2015 | Completed (MM/YY) | FTC Social Worker  
CWS Program Manager |
|  |  | On/ahead of schedule |  |
|  |  | Behind schedule |  |
|  |  | No longer applicable |  |
|  |  | Ongoing |  |
|  |  | Postponed |  |
| B. DSS will request an additional Parent Partner position to assist with the initial coordination of the FTC Alumni group. | 4/1/2016  
7/1/2017 | Completed (MM/YY) | FTC Regional Manager  
CWS Program Manager |
|  |  | On/ahead of schedule |  |
|  |  | Behind schedule |  |
|  |  | No longer applicable |  |
|  |  | Ongoing |  |
|  |  | Postponed |  |
| C. Identifying appropriate Alumni to begin the association and to create an ongoing recruiting process to build the association. | 7/1/2016 | Completed (MM/YY) | FTC Social Worker  
CWS Program Manager |
<p>|  |  | On/ahead of schedule |  |
|  |  | Behind schedule |  |
|  |  | No longer applicable |  |
|  |  | Ongoing |  |
|  |  | Postponed |  |</p>
<table>
<thead>
<tr>
<th>Strategy 4:</th>
<th>CAPIT</th>
<th>CBCAP</th>
<th>PSSF</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilize the Quality Assurance case reviews to identify barriers to reunification and reentry into foster care. The case reviews will also assist in identifying training needs with documentation, visits, and case planning pertaining to all outcomes.</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Applicable Outcome Measure(s) and/or Systemic Factor(s):
- P4 Re-entry in 12 months
- P1 Permanency in 12 months
- P5 Placement Stability
- 4B Least Restrictive

<table>
<thead>
<tr>
<th>Action Steps:</th>
<th>Implementation Date:</th>
<th>Most Recent Status (Q4 2016):</th>
<th>Person Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. The identified Quality Assurance (QA) Social Workers completed the 4-day OSRI training on 4/14/15-4/17/15.</td>
<td>4/14/2015</td>
<td>Completed (04/15)</td>
<td>Case Review Social Workers</td>
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<td>Date</td>
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<tr>
<td>B. The Case Review Social Workers participated in the 4 coaching calls and conducted case reviews on the list of cases provided by the state. The Social Workers completed the final mock case review and were certified.</td>
<td></td>
<td>5/4/ 2015</td>
<td>Completed (09/15)</td>
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<tr>
<td>C. The certified Social Workers began conducting formal case reviews and will reporting their findings regarding trends and training needs, and update policies and procedures, and identify resources that will assist in improving outcomes.</td>
<td></td>
<td>10/1/2015</td>
<td>Completed (MM/YY)</td>
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<tr>
<td>D. Through the ongoing case reviews, the QA Social Workers will identify resources that will assist in improving outcomes. These resources will be compiled into a list for the Social Worker Supervisors to use in their monthly one-on-one meetings with staff.</td>
<td></td>
<td>1/1/2018</td>
<td>Completed (MM/YY)</td>
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<tr>
<td>E. The identified Quality Assurance staff will need to complete the online OSRI course to become temporarily certified.</td>
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<td>10/1/2015</td>
<td>Completed (11/15)</td>
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<tr>
<td>F. The Quality Assurance staff will begin to review the Social Workers case reviews for consistency and completeness.</td>
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<td>10/1/2015</td>
<td>Completed (MM/YY)</td>
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## Strategy 5:

Child Welfare will expand engagement of youth in EFC and

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<tr>
<th></th>
<th>CAPIT</th>
<th>CBCAP</th>
<th>PSSF</th>
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### G. Meeting bi-monthly with case review Social Workers to discuss trends and findings.
- **Date:** 11/1/2015
- **Status:** Ongoing
- **Manager:** Social Worker Supervisor/Program Manager
  - Case Review Social Workers

### H. Attend a monthly meeting with Regional Managers to discuss results from the case reviews for that month.
- **Date:** 12/1/2015
- **Status:** Ongoing
- **Manager:** Regional Managers
  - Program Managers

### I. Attend different program workgroups to discuss trends and areas of improvement identified.
- **Date:** 1/2016
- **Status:** Completed (MM/YY)
  - Ongoing
- **Manager:** Social Worker Supervisor/Program Manager
  - Case Review Social Workers

### J. The identified Quality Assurance staff will attended the 4-day OSRI training and participated in 4 coaching calls before they took the final mock case review.
- **Date:** 2/2016
- **Status:** Completed (06/16)
  - Ongoing
- **Manager:** Social Worker Supervisor
  - Program Manager

### Applicable Outcome Measure(s) and/or Systemic Factor(s):

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<td>8A Transitioning Youth to Adulthood</td>
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<td>Action Steps:</td>
<td>Implementation Date:</td>
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<tr>
<td>A. Open participation in ILP services to youth beginning at age 14</td>
<td>7/1 2015</td>
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<td>B. Develop targeted services to engage youth in this younger age range.</td>
<td>1/ 2016</td>
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<td>C. Develop pre/post skills assessment tools to measure skill development</td>
<td>7/2016</td>
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<tr>
<td>D. Monitor participation rates of 14/15 year old population</td>
<td>Ongoing</td>
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</table>
### E. Monitor participation in EFC and reasons why youth choose not to participate

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<tr>
<th>Ongoing</th>
<th>Completed (MM/YY)</th>
<th>On/ahead of schedule</th>
<th>Behind schedule</th>
<th>No longer applicable</th>
<th>Ongoing</th>
<th>Postponed</th>
<th>Staff Development</th>
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</table>

### F. Develop re-engagement strategies for youth who have opted not to participate in EFC to encourage re-participation

| 7/1/2016 | 7/1/2017 | Completed (MM/YY) | On/ahead of schedule | Behind schedule | No longer applicable | Ongoing | Postponed (07/17) | Staff Development |

### Strategy 6:

**Promote preparation of youth to emancipate by engaging all stakeholders in the youth’s life including care givers, Social Workers, ILP case managers and other adult mentors.**

**Applicable Outcome Measure(s) and/or Systemic Factor(s):**

- **CAPIT**
- **CBCAP**
- **PSSF**
- **N/A**
- **Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project**

### Action Steps: Implementation Date: Most Recent Status (Q4 2016): Person Responsible:

#### A. Schedule LTMs for all youth age 16 or older who are in Family Reunification or Permanent Placement Status.

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<tr>
<th>Ongoing</th>
<th>Completed (MM/YY)</th>
<th>On/ahead of schedule</th>
<th>Behind schedule</th>
<th>No longer applicable</th>
<th>Ongoing</th>
<th>Postponed</th>
<th>CWS Social Workers</th>
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#### B. Monitor the use of the LTMs through the ILP database on a monthly basis.

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<th>Ongoing</th>
<th>Completed (MM/YY)</th>
<th>On/ahead of schedule</th>
<th>Behind schedule</th>
<th>Staff Development</th>
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California Child and Family Services Review
<p>| C. | Develop materials that can be used at home for caregivers to work with their youth to develop life skills. | Ongoing | Completed (MM/YY) | On/ahead of schedule | Behind schedule | No longer applicable | Ongoing | Postponed | Staff Development |
| D. | Offer training to caregivers to help them understand the needs of emancipating foster youth and to develop strategies to work with their youth. | Ongoing | Completed (MM/YY) | On/ahead of schedule | Behind schedule | No longer applicable | Ongoing | Postponed | Staff Development |
| E. | Work with youth to identify mentors and other supportive adults who can offer a positive support as they move toward independence. | Ongoing | Completed (MM/YY) | On/ahead of schedule | Behind schedule | No longer applicable | Ongoing | Postponed | CWS Social Workers |
| F. | Develop an assessment tool that will help drive youth’s TILP plans to focus on needed skill development areas. | 7/1/2015-6/30/2016 | Completed (MM/YY) | On/ahead of schedule | Behind schedule | No longer applicable | Ongoing | Postponed | Staff Development |</p>
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<tr>
<td><strong>G.</strong> Develop a tracking mechanism to ensure that all youth are being offered training and/or outreach materials in the 7 life skill domains.</td>
<td>7/1/2015-6/30/2016</td>
<td>7/1/2015-6/30/2017</td>
<td>Completed (MM/YY)</td>
<td>On/ahead of schedule</td>
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<tr>
<td><strong>H.</strong> Monitor participation of youth and completion of TILP goals and life skill development through ongoing skills assessment testing.</td>
<td>Ongoing</td>
<td>Completed (MM/YY)</td>
<td>On/ahead of schedule</td>
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<tr>
<td><strong>I.</strong> Explore contracting with local providers using prevention funds to have mentors available who specialize in working with parenting youth. Mentors would be available to work intensely with parenting youth to address parenting needs and connecting youth with supports and resources.</td>
<td>7/1/2016</td>
<td>Completed (MM/YY)</td>
<td>On/ahead of schedule</td>
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<tr>
<td><strong>J.</strong> Identify training needs of Social Workers to help them evaluate the competency of youth on their caseloads in each of the core areas of ILP skills (Education, Employment, Housing, Life Skills, and Permanency).</td>
<td>Ongoing</td>
<td>Completed (MM/YY)</td>
<td>On/ahead of schedule</td>
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<tr>
<td><strong>K.</strong> Implement a structured way to ensure that youth who have identified competency deficiencies receive appropriate referrals and supports to increase their competency in those areas.</td>
<td>Ongoing</td>
<td>Completed (MM/YY)</td>
<td>On/ahead of schedule</td>
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Staff Development
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<tr>
<th>Strategy 7:</th>
<th>Applicable Outcome Measure(s) and/or Systemic Factor(s):</th>
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<tbody>
<tr>
<td>Increase recruitment efforts to increase the number of RFA Homes.</td>
<td>P5 Placement Stability</td>
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<th>Action Steps:</th>
<th>Implementation Date:</th>
<th>Most Recent Status (Q4 2016):</th>
<th>Person Responsible:</th>
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<tbody>
<tr>
<td><strong>A.</strong> Improving Parent Resource Information Development and Education Training (PRIDE) to include more in depth information regarding the Child Welfare Department process.</td>
<td>01/2016</td>
<td>Completed (MM/YY)</td>
<td>CWS Staff Development in collaboration with FKCE</td>
</tr>
<tr>
<td><strong>B.</strong> CWS is partnering with FCNI, CWS Social Workers, Social Worker Supervisors, Management, former foster youth, Resource Parents, Probation, and birth parents to analyze census data to develop a better understanding of the dynamics and challenges within our community to best strategize solutions.</td>
<td>Ongoing</td>
<td>Completed (MM/YY)</td>
<td>CWS Staff Development in collaboration with other agencies</td>
</tr>
<tr>
<td><strong>C.</strong> Continue to convene a recruitment and retention focused workgroup to assess needs and generate new strategies and ideas to address those needs</td>
<td>Ongoing</td>
<td>Completed (MM/YY)</td>
<td>CWS Staff Development in collaboration with other interested County staff</td>
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<tr>
<td><strong>D.</strong> Target recruitment that will include: Implementation of Faith in Motion, outreach to faith-based communities, businesses, community based organizations and schools; recruitment mailings to residences of SLO County, new commercials, development of social media and Foster Care website and inclusion of Resource Parents in recruitment activities and materials.</td>
<td><strong>7/1/2015</strong></td>
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<td>In process of analyzing marketing strategies and effective use of resources</td>
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<td><strong>E.</strong> Provide services to families, such as free Health Screening, TB tests, Live Scanning and CPR/First Aid training, to remove barrier for home approval process.</td>
<td><strong>Ongoing</strong></td>
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<tr>
<td><strong>F.</strong> Create new database for tracking PRIDE participant’s attendance and services. Also track withdrawals and completion of PRIDE.</td>
<td><strong>07/2016</strong></td>
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<td>In progress and being continually developed</td>
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<tr>
<td><strong>G.</strong> Development new SLO County Certified Shelter Bed homes.</td>
<td><strong>07/2016</strong></td>
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<td></td>
<td>Completed contract with FCNI to provide Shelter Bed Homes</td>
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<tr>
<td><strong>H.</strong> Apply for new funding opportunities to explore new and innovative recruitment and retention strategies.</td>
<td>Ongoing</td>
<td>☑ Postponed</td>
<td>CWS Staff Development</td>
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<tr>
<td>FCRRS allocation and exploration of additional resource opportunities</td>
<td>☑ Completed (MM/YY)</td>
<td>☑ On/ahead of schedule</td>
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<td>☑ No longer applicable</td>
<td>☑ Ongoing</td>
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<tr>
<th><strong>I.</strong> Better utilize already identified months (such as National Foster Care month and National Adoptions month) to drive community wide awareness of the need for Resource Families and promote awareness of foster care.</th>
<th>Ongoing</th>
<th>☑ Completed (MM/YY)</th>
<th>CWS Staff Development in collaboration with recruitment and retention workgroup</th>
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<td>☑ On/ahead of schedule</td>
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<td>☑ Ongoing</td>
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<tr>
<th><strong>J.</strong> Seek ways to partner with schools to recruit teachers to increase the availability of homes within each school district to increase the likelihood children will be able to stay within their school of origin.</th>
<th>Ongoing</th>
<th>☑ Completed (MM/YY)</th>
<th>CWS Staff Development in collaboration with SLO County Office of Education</th>
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<tr>
<td>Working with school districts and PTA</td>
<td>☑ On/ahead of schedule</td>
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<td>☑ Ongoing</td>
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<tr>
<th><strong>K.</strong> Examine trend of male foster youth experiencing a higher level of placement instability then female foster youth and identify strategies to address this disparity.</th>
<th>2/2016</th>
<th>☑ Completed (MM/YY)</th>
<th>CWS Staff Development</th>
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<td>☑ On/ahead of schedule</td>
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</table>
L. Examine trend of older youth experiencing a higher number of moves and identify strategies to recruit homes who want to provide care for older teens and who understand their need.

| Strategy 8: Increase Resources to Foster Parents and Social Workers. |
|-------------------------------------------------|-----------------|-------------------------------------------------|-----------------|
| Applicable Outcome Measure(s) and/or Systemic Factor(s): | P5 Placement Stability |

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<th>Most Recent Status (Q4 2016):</th>
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<tbody>
<tr>
<td>A. Increase resources for Foster Parents: reimbursement and resources for respite care, free car seats for emergency placements, free diapers and free clothing for foster youth.</td>
<td>07/2017</td>
<td>Completed (06/16)</td>
<td>CWS Staff Development</td>
</tr>
<tr>
<td>B. Identify key annual training that County will deliver in addition to special “one off” trainings of interest. Key annual trainings could include accessing college education resources, trauma informed parenting, strategies for addressing developmental delays etc.</td>
<td>Ongoing</td>
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<tr>
<td>C. Develop four RFA Self-Care Improvement activities per year, including respite care, meals and education.</td>
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<td>Completed (01/16)</td>
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<tr>
<td><strong>D.</strong> Work with local schools to provide emergency placement supplies for Resource Families.</td>
<td>07/2016</td>
<td>Completed (MM/YY)</td>
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<td>CWS Staff Development in collaboration with SLO County Office of Education</td>
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<td><strong>E.</strong> Increase summer training programs; add Hot Topic summer training sessions.</td>
<td>7/2015</td>
<td>Completed (MM/YY)</td>
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<td>CWS Staff Development</td>
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<td><strong>F.</strong> Bring Social Workers and Resource Families together to work as teams (Provide food and childcare at all events).</td>
<td>Ongoing</td>
<td>Completed (MM/YY)</td>
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<td>CWS Staff Development</td>
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<td><strong>G.</strong> Further develop Foster Support Unit role to help connect Resource Families to resources.</td>
<td>Ongoing</td>
<td>Completed (MM/YY)</td>
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<td>CWS Staff Development</td>
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<tr>
<td><strong>H.</strong> Explore options to assist Resource Families with transportation needs such as to and from visitation, doctor visits, school etc.</td>
<td>7/2016</td>
<td>Completed (MM/YY)</td>
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<td>CWS Staff Development</td>
<td></td>
</tr>
<tr>
<td>I. Explore providing Respite care reimbursement to all Resource Families to help reduce burn out.</td>
<td>7/2016</td>
<td>Completed (MM/YY)</td>
<td>Ongoing</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>J. Explore options for providing payment to Resource Families for child care expenses incurred.</td>
<td>7/2016</td>
<td>Completed (MM/YY)</td>
<td>Ongoing</td>
</tr>
<tr>
<td>K. Increase access for Social Workers to attend training with Resource Families.</td>
<td>7/2016</td>
<td>Completed (MM/YY)</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Strategy 9:**
Increase the collaboration and coordination between Probation and CWS regarding foster care resources and issues in SLO County.

- **CAPIT**
- **PSSF**

Applicable Outcome Measure(s) and/or Systemic Factor(s):
- **P1 Permanency in 12 months (entering foster care)**
- **4B Least Restrictive Placement (Point in Time)**
- **P5 Placement Stability**
- **N/A**
- **Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project**

**Action Steps:**

<table>
<thead>
<tr>
<th>Implementation Date:</th>
<th>Most Recent Status (Q4 2016):</th>
<th>Person Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Description</td>
<td>Target Date(s)</td>
</tr>
<tr>
<td>----------</td>
<td>-------------</td>
<td>----------------</td>
</tr>
<tr>
<td>A.</td>
<td>Incorporate information specific to youth in Probation foster care into RFA Foster Parent training to better inform RFA families of probation specific issues and potentially develop more RFA homes for Probation foster youth.</td>
<td>7/1/2017</td>
</tr>
<tr>
<td>B.</td>
<td>Hold quarterly monthly meetings between Probation placement supervisor management and CWS program managers to better coordinate services and foster care changes at the county level.</td>
<td>3/1/2016</td>
</tr>
<tr>
<td>C.</td>
<td>Incorporate Probation families into CAPSLO Direct Services Program which provides in home parenting support.</td>
<td>3/1/2017</td>
</tr>
<tr>
<td>D.</td>
<td>Train Quality Assurance Social Workers on probation specific foster care information for better analysis and identification of barriers to permanency in 12 months</td>
<td>4/1/2016, 4/1/2017</td>
</tr>
</tbody>
</table>

**Strategy 10:**
Enhance training and resources available to Probation Officers for better supporting youth transitioning to adulthood and

- CAPIT
- CBCAP
- PSSF

Applicable Outcome Measure(s) and/or Systemic Factor(s):
- 4B Least Restrictive Placement (Point in Time)
- P5 Placement Stability
- 8A Children Transitioning to Self-Sufficient
<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Implementation Date</th>
<th>Most Recent Status (Q4 2016)</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Create and implement a process for Probation to utilize LTM to better support older youth transitioning home or to less restrictive placement types.</td>
<td>7/1/2016</td>
<td>☑ Completed (12/15)</td>
<td>Probation Placement Supervisor</td>
</tr>
<tr>
<td>B. Create and implement a process for Probation to use Parent Locator Service (PLS) to better identify parental and relative placement options.</td>
<td>4/1/2016</td>
<td>☑ Completed (12/15)</td>
<td>Probation Placement Supervisor</td>
</tr>
<tr>
<td>C. Train Placement Unit Staff on specifics of EFC</td>
<td>Train 3 POs and 1 PA 01/01/2016 01/01/2017</td>
<td>☑ Completed (MM/YY)</td>
<td>Juvenile Hall Superintendent Probation Juvenile Services Division Chief Deputy or designee</td>
</tr>
</tbody>
</table>

**Strategy 11:**

Develop an in custody treatment program for high risk and high needs probation youth.

- CAPIT
- CBCAP
- PSSF
- N/A

Applicable Outcome Measure(s) and/or Systemic Factor(s):

**4B Least Restrictive Placement (Point in Time)**

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Implementation Date</th>
<th>Most Recent Status (Q4 2016)</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task Description</td>
<td>Start Date</td>
<td>Status Date</td>
<td>Status</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>A. Create a workgroup to develop an in custody treatment program.</td>
<td>12/01/2015</td>
<td>12/01/2015</td>
<td>Completed (11/15)</td>
</tr>
<tr>
<td>B. Research evidence based practices and principles on effective in-custody treatment programs.</td>
<td>03/31/2016</td>
<td>03/31/2016</td>
<td>Completed (03/16)</td>
</tr>
<tr>
<td>C. Research and visit existing in-custody treatment programs in nearby counties.</td>
<td>9/30/2016</td>
<td>9/30/2016</td>
<td>Completed (11/15)</td>
</tr>
<tr>
<td>D. Complete program development, including policies and procedures, positions, and job descriptions.</td>
<td>06/30/2016 12/31/2016</td>
<td>Completed (MM/YY)</td>
<td>Behind schedule</td>
</tr>
</tbody>
</table>