

California Child and Family Services Review 2017 County Self-Assessment



Santa Barbara County

March 2017

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CALIFORNIA'S CHILD & FAMILY SERVICES REVIEW

COUNTY SELF-ASSESSMENT COVER SHEET

County:	Santa Barbara County
Responsible County Child Welfare Agency:	Santa Barbara County Department of Social Services
Period of Assessment:	September 2012 - February 2017
Period of Outcome Data:	January 2010 – January 2017
Date Submitted:	March 3, 2017
County Contact Person for County Self-Assessment – Child Welfare Services	
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INTRODUCTION

Assembly Bill 636 (Steinberg, 2004) established a new Child Welfare Outcome and Accountability System replacing the former Child Welfare Services (CWS) Oversight System which had focused exclusively on regulatory compliance. Pursuant to AB 636, the California Department of Social Services (CDSS) developed the California – Child and Family Services Review (C-CFSR). The C-CFSR brings California into alignment with the Federal Child and Family Services Review (CFSR) by establishing a new review system designed to promote improved Child Welfare Services (CWS) outcomes for children and families in each county in California. The vision created by the C-CFSR is that every child in California would live in a safe, stable, permanent home nurtured by healthy families and strong communities. Thus, “the purpose of the C-CFSR system is to significantly strengthen the accountability system used in California to monitor and assess the quality of services provided on behalf of maltreated children” (All County Information Notice 1-50-06).

The basis of the C-CFSR improvement and accountability system lies in a philosophy of continuous quality improvement, interagency partnerships, and community involvement with an overall focus on improving outcomes for children and families. The Outcomes and Accountability System is a four part system of continuous quality improvement incorporating a Peer Review, County Self-Assessment (CSA), System Improvement Plan (SIP), and Quarterly Data Reports reflecting the County performance on Federal and State Measures. The CDSS, in conjunction with the University of California at Berkeley (UCB), developed Outcome Measures that indicate how each county Child Welfare system in California is performing. Santa Barbara County conducted the Peer Review in January 2017 in partnership with San Luis Obispo, Ventura, Madera, Tulare, and Kings Counties. The focus area for the CWS/Probation Peer Review was Permanency within 12 months and the information obtained will be used to further inform this self- assessment.

The CSA is a macro analysis of how local programs, systems and factors impact performance on the Federal and State Outcome Measures in three major areas: Safety, Permanency, and Well-being.

The information and subsequent analysis form the basis for developing a System Improvement Plan. The following report is the fifth Santa Barbara County CWS and Probation County Self Assessment.

The initial self-assessment was developed in June of 2004, the second CSA was completed in October 2006, the third in May 2009 and the fourth in March 2012. Therefore, the following report covers information over approximately a five year period, incorporates information from the recent Peer Review, and is in the format prescribed by CDSS.

The C-CFSR designates the County Probation Department as an equal partner with CWS and our County Probation partners were participants in the self-assessment process, as well as actively involved in many of the collaboratives that support improved outcomes for children in Santa Barbara County. Probation outcome measure data is acquired through the State CWS/CMS system which is somewhat limited; therefore the majority of the data references in the Self-Assessment are focused primarily on CWS performance, unless otherwise indicated. The area of greatest relevance to both agencies is in improving outcomes for youth while in foster care or when emancipating from the foster care system. Within our County we have one federally recognized tribe, the Santa Ynez Band of Chumash Indians (Chumash). Throughout the CSA process the Chumash tribal stakeholders have been provided an opportunity to give feedback and suggestions of improvements via invitations to stakeholder meetings, invitations to CSA meetings as well as sent questionnaires. However, there was no response received. CWS will continue to reach out to the Chumash tribe in an attempt to improve our working relationship.

Santa Barbara County CWS conducted its Self-Assessment from September 2016-February 2017. The reports provided by CDSS combined with Safe Measures reports and internal data analysis sources provided sufficient data to inform the Self- Assessment process. As in the previous Self-Assessments, Santa Barbara County focused on

obtaining extensive input from our many public and private partners, believing that their knowledge of and experience with CWS and Probation were critical in identifying the strengths, needs, and gaps in our service delivery system. The process focused on soliciting feedback from the stakeholders who are integrally involved in promoting the safety and well-being of children and families in the community from groups such as the KIDS Network, Child Abuse Prevention Council, Community Based Organizations, Services Providers, and CWS/Probation staff. In addition several focus groups were held during the Peer Review including Transition Age Youth, bio-parents and parent partners and the CWS TEAM consisting of all Supervisors and Managers.

Stakeholders were provided with information regarding the Outcomes and Accountability System and the associated components. Information was shared regarding County CWS performance on the AB636 Outcome Measures; and the progress made on the current System Improvement Plan (SIP). In addition, participants were educated to viewing data with an informed eye with consideration given to economies of scale, interaction and contradiction of the measures, and individual measure considerations.

Participants were then asked to consider the data and utilize their expertise to help define the strengths of our community and service delivery systems in providing for the safety, permanence, and well-being of children and families, as well as what might be needed to improve those outcomes. Participants were divided into small groups to discuss the areas of safety, permanence, and wellbeing for children and families. Participants were then provided an opportunity to review and prioritize the top strengths and needs identified by each of the groups.

Additionally, an electronic survey was conducted via email using the Survey Monkey program for the purpose of acquiring additional feedback from other key stakeholders such as the Juvenile Court.

In total, more than 100 people representing the public, private, and consumer sectors participated in the process, which was used to inform this Self-Assessment. Santa Barbara County CWS and Probation extends our deep appreciation to the many people and agencies that devoted considerable time and effort to this process.

C-CFSR PLANNING TEAM & CORE REPRESENTATIVES

The County of Santa Barbara's team composition was based on the CDSS C-CFSR Instruction Manual (January 2014) list of required core and consulted member representatives.

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C-CFSR Planning Team:

NAME	AGENCY
Caldera-Gammage, Soledad	Central California Training Academy
Cera, Jennifer	SB Co. Child Welfare Services
DeCaprio-Wells, Cathy	SB Co. Child Welfare Services
Finch, Barbara	SB Co. Dept. Social Services/Prevention/liaison
Fitt, Sheryl	SB Co. Child Welfare Services
Friesen, Cindy	Central California Training Academy
Garrison, Lisa	SB Co. Child Welfare Services
Hartman, Deborah	SB Co. Child Welfare Services
Krueger, Amy	SB Co. Child Welfare Services
Lossing, Noel	SB Co. Child Welfare Services
Martin, Carolyn	SB Co. Child Welfare Services
Miller, Mark	Central California Training Academy
Prado, Gustavo	SB Co. Child Welfare Services

NAME	AGENCY
Reagan, Marianne	SB Co. Child Welfare Services
Steeles, James	Probation
Swain, Donelle	CDSS
Swanson, Brian	Probation
Valdez, Lupe	SB Co. Child Welfare Services

Required stakeholders included Child Welfare Services, Juvenile Probation, Behavioral Wellness, Juvenile Court constituents, service recipients including foster youth, parents, resource families, and county agency partners. A partial listing of participants is reflected below:

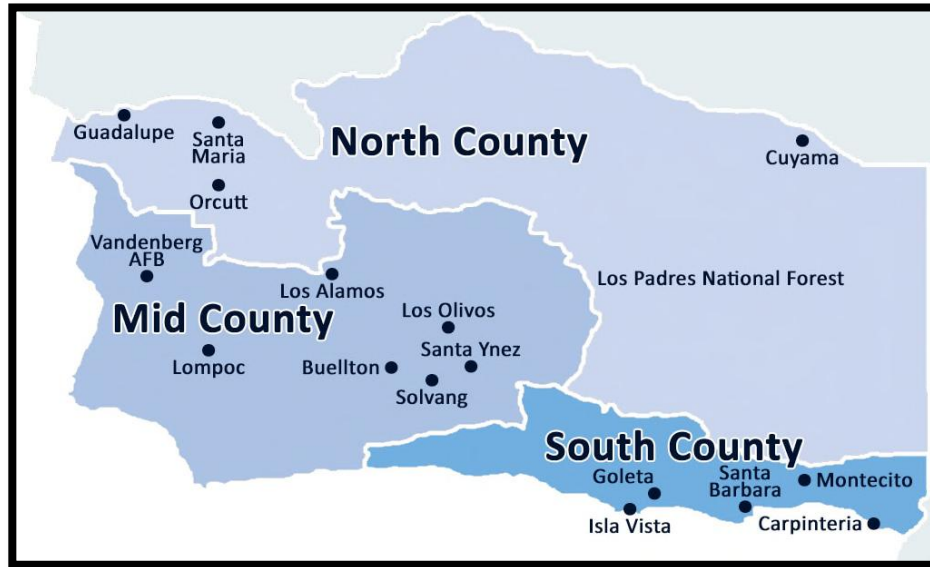
NAME	AGENCY
Austin, Katie	SB Co. Child Welfare Services
Alarcon, Natalia	Family Services Agency
Anadon, Laura	SB CWS/Foster Care Services
Alvarez, Leticia	CWS Supervisor
Barranco-Fisher, Donna	Storyteller Children's Center
Barrick, Cheyenne	CWS Supervisor
Bazan, Sara	SB Co. Behavioral Wellness
Camacho, Cynthia	SB Co. Child Welfare Services
Cera, Jennifer	SB Co. Child Welfare Services
Chiprez, Vidal	SB Co. CWS/Foster Care Services
Colt, Jody	Angels/Foster Parent
Contois, Mark	SB Co. Child Welfare Services
Corral, Natalia	SBCEO-Transitional Youth Services
Daniel, Dolores	SBCEO-Transition Youth Services
DeCaprio-Wells, Cathy	SB Co. Child Welfare Services
Dion-Kindem, Anneliese	SB Co. Child Welfare Services
Drake, Devin	SB Co. Child Welfare Services

NAME	AGENCY
Falcon, Angelica	SB. Co. CWS/Foster Care Services
Farro, Christine	SB. Co. Child Welfare Services
Fernandez-Low, Anita	Child Abuse Listening Mediation
Finch, Barbara	SB. Co. Social Services
Fitt, Sheryl	SB. Co. Child Welfare Services
Gil-Reynoso, Guille	Santa Barbara Foundation
Gonzalez, Araceli	SB. Co. Child Welfare Services
Hanneman, Karen	CWS Supervisor
Harlow, Layne	SB. Co. Child Welfare Services
Hartman, Deborah	SB. Co. Child Welfare Services
Hines, Martha	SB. Co. Child Welfare Services
Huffer, Polly	Casa Pacifica
Jensen, Chelsea	Good Samaritan Shelter
Johnes, Teresa	First Five
Johnson, Nancy	Santa Maria Youth and Family
Kissell, Valerie	Channel Islands YMCA
Krueger, Amy	SB. Co. Child Welfare Services
Lang Wood, Tracy	Community Action Commission
Lariba, Selene	CWS Supervisor
Lossing, Noel	SB. Co. Child Welfare Services
Macias-Guerra, Thelma	SB Co. Behavioral Wellness
Martin, Carolyn	SB. Co. Child Welfare Services
Martinez, Danielle	Family Care Network
Medina, Heather	CWS Supervisor
Meza, Ruby	SB. Co. Child Welfare Services
Osterhage, Judy	Santa Barbara City College
Parat, Janet	CWS Supervisor

NAME	AGENCY
Paul, Vanessa	SB. Co. Child Welfare Services
Pennon, Matt	Foster Parent
Perez, Erica	SB. Co. Child Welfare Services
Pipersburg, Lillian	Foster Parent
Pollon, Joe	Allan Hancock College
Prado, Gustavo	SB. Co. Child Welfare Services
Rangel-Reyes, Lilia	Tri-Counties Regional Center
Reagan, Marianne	SB. Co. Child Welfare Services
Rodriguez, Cuco	Behavioral Wellness
Rosas, Giselle	CWS Supervisor
Rourke, Meghan	Channel Islands YMCA
Schneider, Mindy	Aspira Net
Sikkenga, Lauren	Kinship Center
Sing, Premi	SB. Co. Child Welfare Services
Sodergreen, Tom	Casa Pacifica
Stillwell, Amanda	Changing Faces
Stone, Anastasia	SB. Co. Child Welfare Services
Swanson, Brian	SB. Co. Probation Department
Tran, Edward	SB. Co. Public Health
Truman McCraw, Rita	Victim Witness
Vogt, Katrina	CWS Supervisor
Waters, Denise	Tri-Counties Regional Center

DEMOGRAPHIC PROFILE

Santa Barbara County Regions



Santa Barbara County sits approximately 100 miles northwest of Los Angeles and approximately 300 miles south of San Francisco. The two neighboring counties are San Luis Obispo to the north and Ventura County to the south. The county has four distinct areas: Santa Barbara Coast, Santa Ynez Valley, Santa Maria Valley and Lompoc Valley.

Santa Barbara Coast: Located in the southern portion of the County, this area is bordered on the south by the Pacific Ocean and on the north by the Santa Ynez Mountain range, one of the few mountain systems in North America that run east-west rather than north-south. Because of the unique north and south borders, and its year round mild 'Mediterranean' climate, Santa Barbara has been described by many as the "American Riviera". This region includes the cities of Santa Barbara, Goleta, and Carpinteria as well as the unincorporated areas of Hope Ranch, Summerland, Mission Canyon, Montecito and Isla Vista.

Santa Ynez Valley: Located in the central portion of the County, nestled between the Santa Ynez and San Rafael mountain ranges, this area includes the communities of Buellton, Solvang, and Santa Ynez, as well as the Chumash Reservation. Cachuma Lake is also situated between the mountain ranges, offering recreational activities and a water supply to the County. The Valley's climate has recently attracted many winemakers to the area, adding vast vineyards to the rolling hills that lead to the Los Padres National Forest. This region includes Santa Ynez, Solvang, Buellton and the unincorporated cities of Los Olivos and Ballard.

Santa Maria Valley: Located in the northern portion of the County, this area is bordered by San Luis Obispo County on the north. Much of the new development within the County has taken place here and, as a result, the area has experienced significant change in the past decade. This region includes the cities of Santa Maria, Guadalupe, New Cuyama, Cuyama, Ventucopa and the unincorporated towns of Orcutt, Los Alamos, Casmalia, Garey, and Sisquoc.

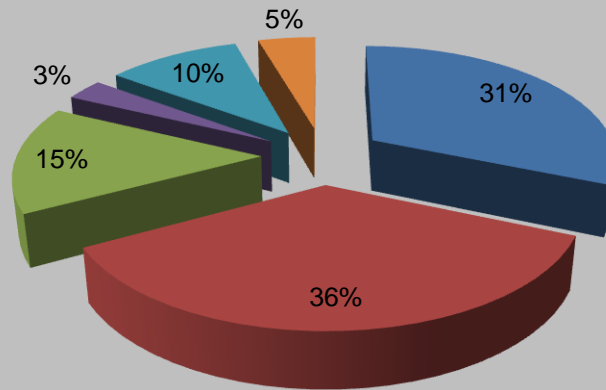
Lompoc Valley: Located in the western portion of the County, this area includes Vandenberg Air Force Base, which is a major contributor to the economy. Lompoc Valley offers small community living, a link to agriculture, and the economic engine of the nation's primary polar-orbit launch facility. This region includes the city of Lompoc, Vandenberg Village, Vandenberg Air Force Base Mission Hills.

Santa Barbara County is comprised of several different ethnicities. In the Santa Maria Valley you will find a large Hispanic population. The majority of the families that live in this area are primary Spanish speaking but there is a large group of indigenous farm workers from the southern Mexican state of Oaxaca who only speak Mixteco. In addition, Santa Barbara County has one active Indian tribe, the Santa Ynez Band of Chumash, which are located in the Santa Ynez Valley.

The following chart provides a glance of the population distribution within Santa Barbara County:

2015 Population Distribution throughout the County

■ Santa Barbara ■ Santa Maria ■ Lompoc ■ Guadalupe ■ Goleta ■ Carpinteria



Together these areas contribute to the unique profile of the County, blending the characteristics of each area into one world-class county. Santa Barbara County is known as a popular tourist destination, which plays an important part of the County's economy, affecting the lodging industry, eating and drinking establishments, recreation revenue, and retail sales, which account for nearly 30,000 jobs countywide in 2016.

2015 Demographics Data of the General Population

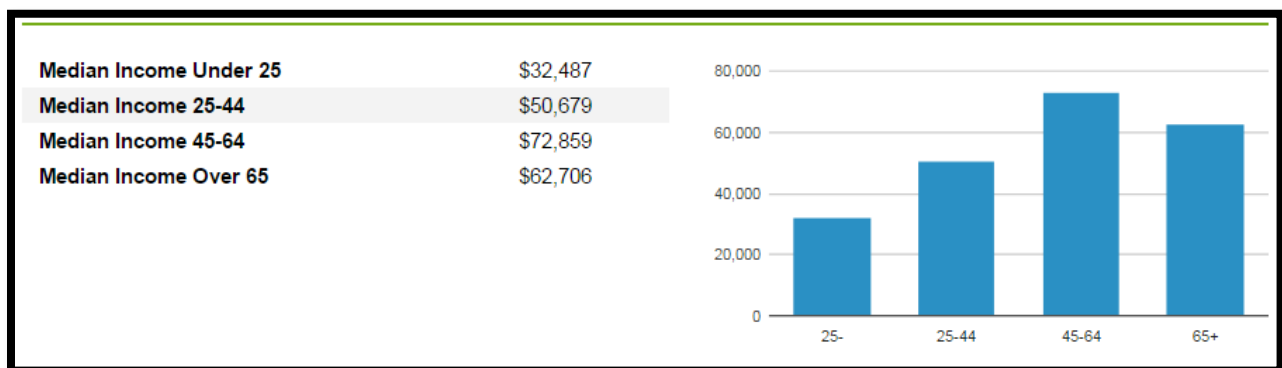
Required Elements	Sources	County	State
County Population estimates	US Census Bureau	444,769	39,144,818
White, Non-Hispanic	http://www.census.gov/	201,937	
Hispanic		199,268	
African American		10,675	
American Indian & Alaska		9,785	
Other		23,131	
Active tribes in the County		1	115
Children attending School	California Department of Education http://www.cde.ca.gov/index.asp	69,069	6,226,737
North County		32,620	
Santa Ynez Valley		3,310	
Lompoc Valley		10,215	
South County		22,924	

Required Elements	Sources	County	State
Children attending Special Education classes	California Department of Education http://www.cde.ca.gov/index.asp	7,531	717,961
North County		2,574	
Santa Ynez Valley		374	
Lompoc Valley		961	
South County		3,622	
Teen (ages 15-17) Births	Center for Health Statistics http://www.cdph.ca.gov/programs/chs/pages/default.aspx	138	8,525
Children leaving school prior to graduation	California Department of Education http://www.cde.ca.gov/index.asp	380	53,804
Children on childcare waiting lists	Santa Barbara County Child Care Planning Council http://www.sbceo.org/~ccpc/	16,007	
North County		6,632	
Santa Ynez Valley		467	
Lompoc Valley		3,423	
South County		5,485	
Children in subsidized school lunch program	http://www.kidsdata.org	39,828	3,557,989
North County		22,376	
Santa Ynez Valley		985	
Lompoc Valley		6,334	
South County		10,133	
Children receiving age appropriate immunizations	http://www.kidsdata.org	6,385	511,708
Babies born with low birth weight	http://www.kidsdata.org	374	33,798
Families receiving Public Assistance (Cal WORKS)	http://www.dss.cahwnet.gov/	3506	1,290,085
North County		2048	
Lompoc Valley		871	
South County		587	
Families Living below poverty level	US Census Bureau http://factfinder.2census.gov/	14,271	
Persons under 65 years with no health insurance	US Census Bureau http://factfinder.2census.gov	48,193	
County unemployment rate	Employment Development Department http://www.labormarketinfo.edd.ca.gov/	5.3%	5.3%

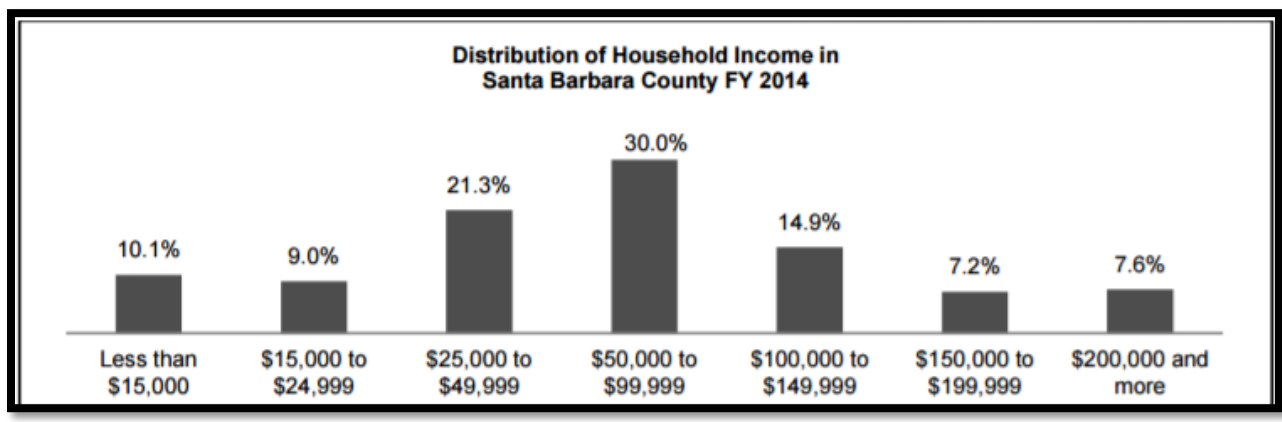
Median Income

Currently there are approximately 142,573 households within the county with 2.92 people per household. The median income within Santa Barbara County is \$61,294 with an average total household expenditure of \$62,194. Total household expenditures in Santa Barbara County are above the national average. Over the last seven years income has slowly increased at a rate of 7% whereas the cost of living has rapidly increased at a rate of 20% over the last few years. Santa Barbara County's cost of living is currently 25% over the national average and 15% over California's average.

Median Household Income in Santa Barbara County



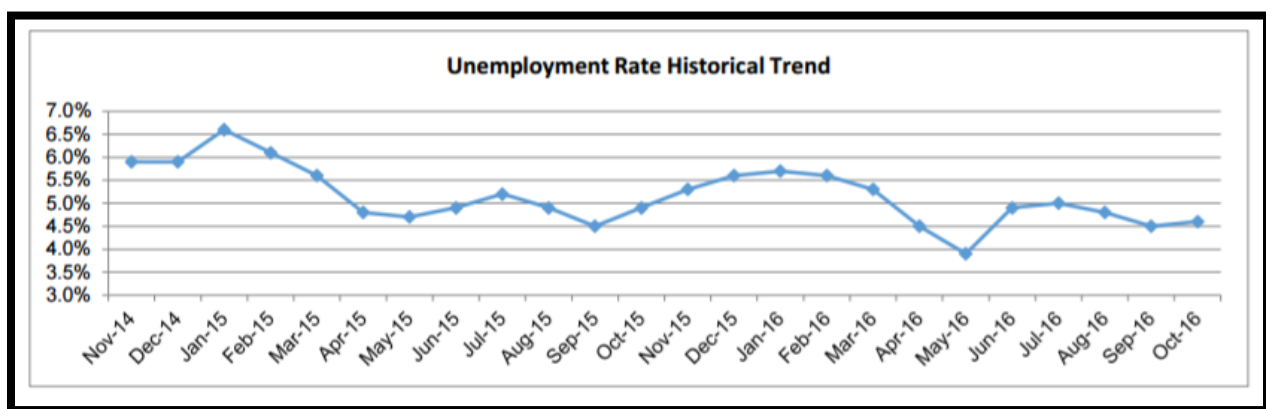
Income distribution in Santa Barbara County illuminates the diversity within the region, with approximately 40% of the households earning below \$49,999 per year; and 30% of households earning \$100,000 per year or more.



County Unemployment Rate

The unemployment rate in the Santa Barbara County was 4.6 percent in October 2016, up from a revised 4.5 percent in September 2016, and below the year-ago estimate of 4.9 percent. This compares with an unadjusted unemployment rate of 5.3 percent for California and 4.7 percent for the nation during the same period.

State of California EMPLOYMENT DEVELOPMENT DEPARTMENT Santa Barbara County Statistical Data November 2016



Poverty and Economic Factors

The major industries and employers within the County are agriculture, tourism, healthcare, and county government. Despite a steady economic growth over the past five years Santa Barbara County's poverty rate remains higher than the State of California's average. According to the U.S. Census it is estimated that Nearly 60,000 County residents were living in poverty as defined by the Federal Poverty Level: 49% of them in South County, 34% in North County and 17% in Mid County. Of County residents in poverty, 28% were children, 66% adults, and 6% seniors. A snapshot of these statistics includes:

People Living Below Federal Poverty Level

	Children	Adults	Seniors	Total
Santa Barbara County	16,319	37,942	3,202	57,463
North County	7,675	10,968	1,180	19,823
Mid County	4,320	4,861	410	9,591
South County	4,324	22,113	1,612	28,049

Poverty throughout our County is of great concern and significantly contributes to the stressors many families face. 17% of Santa Barbara County residents live below the Federal Poverty level as compared to the state average of 16%. Two of the primary reasons for the poverty rate are the lack of jobs and affordable housing.

Housing Costs

Housing is one of the most significant issues facing Santa Barbara County. High housing costs impact the ability of County residents to pay for other basic needs, and they contribute to commute patterns, overcrowding, and homelessness. High rental and home ownership prices cause financial strain throughout the County.

More than a quarter of all Santa Barbara County census tracts have a majority of residents who spend more than 30 percent of their income on housing (and are thus considered “housing cost-burdened” by federal standards).

January 24, 2017 UCSB Economic Forecast Project www.efp.ucsb.edu					
Santa Barbara County Housing Market Summary December 2016					
Data Seasonally Adjusted					
	Current Median Home Value	Percent Change		Recovery Ratio*	Market Health Index**
		Month	Year		
Santa Barbara County	561,100	0.3%	2.9%	0.82	5.69
California	485,800	0.5%	7.0%	0.91	7.02
United States	193,800	0.6%	6.8%	0.99	
Cities					
Carpinteria	798,800	1.1%	0.5%	0.84	4.49
Goleta	789,400	0.2%	3.1%	0.88	5.06
Lompoc	310,100	0.8%	10.2%	0.71	6.54
Montecito	3,062,800	0.4%	6.2%	1.15	7.68
Santa Barbara	1,063,900	0.0%	5.8%	0.94	7.86
Santa Maria	355,400	0.7%	8.7%	0.77	7.58
Solvang	714,400	-0.4%	-1.8%	0.86	2.29
Source: Zillow Research Data					
*Represents an area's current median home value divided by its home value at the pre-recession peak.					
**Zillow's measure, on a scale of 0 to 10, of market healthiness.					

High housing costs, cultural preferences, and other factors lead people to share housing. Some parts of Santa Barbara County exhibit high rates of overcrowding by federal standards. The three census tracts with the highest rates of overcrowded housing—35, 37, and 44 percent—are all located in Santa Maria’s high poverty area. While overcrowded units are clustered in high poverty areas, census tracts in Carpinteria and Guadalupe also have among the highest rates of overcrowded housing units.

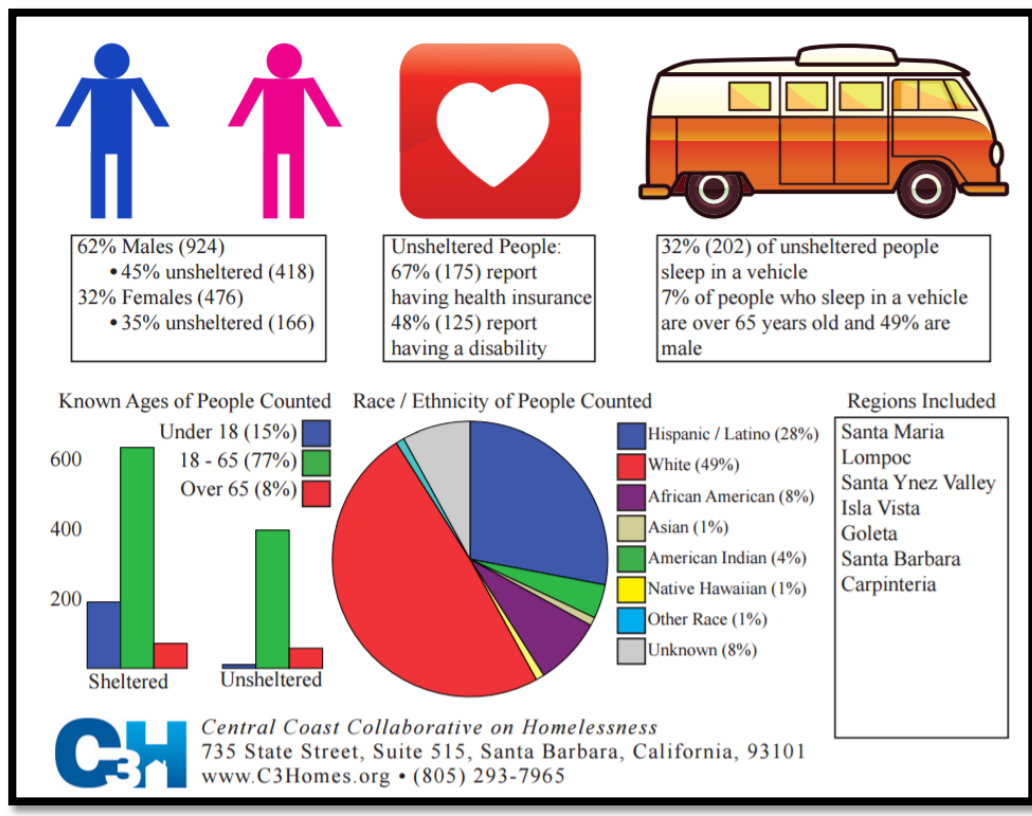
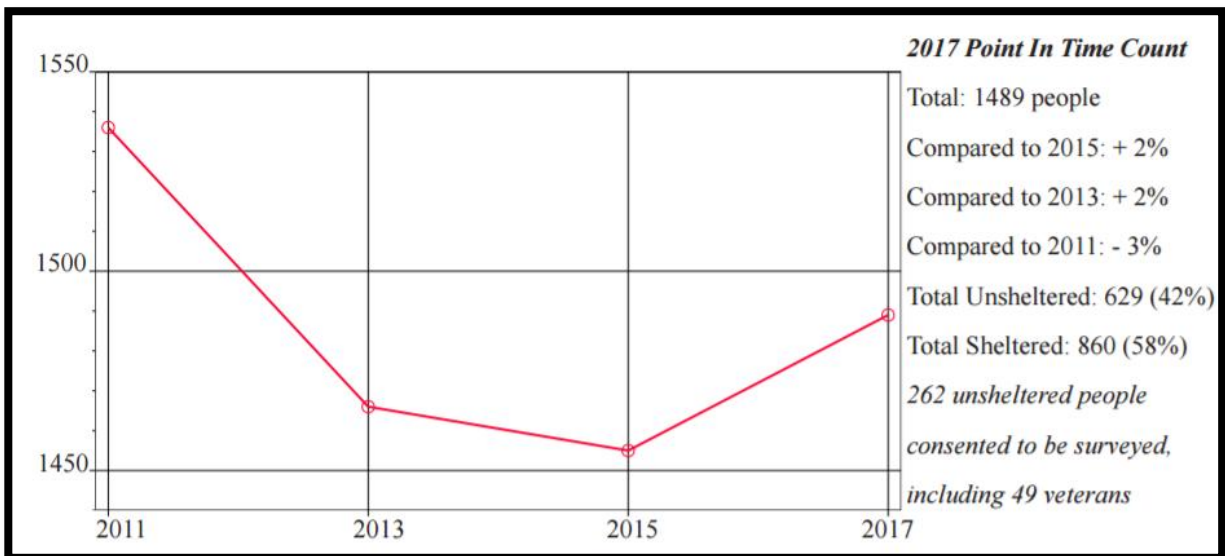
Unfortunately, decreased housing and poverty has negative implications on the tax revenue resulting in less funding available to community programs, such as public schools.

Therefore, information surrounding the issue of children receiving subsidized school lunches is important when observing the economic factors within a community. Currently there are over 39, 828 (57.6%) students in Santa Barbara County receiving Free and Reduced Lunch. Of those students about 55.5% reside in the Northern part of the county.

Homelessness

Homelessness is a significant issue in Santa Barbara County. Every two years, the Central Coast Collaborative on Homelessness conducts a physical count of the homeless individuals- as encountered by volunteers on the streets and in the shelters across the County- during a pre-determined set of days. The overall number of homeless people (sheltered and unsheltered) reported during the PIT counts has remained remarkably consistent in Santa Barbara County over the past six years (1,536 in 2011 vs. 1489 in 2017). The following graphs provide detailed information as to the homeless trends and populations within our county.

Santa Barbara County: 2017 Report on Homelessness in Santa Barbara County



Crime Rate

According to the California Department of Justice, there were 1,841 violent crimes committed in Santa Barbara County in 2010. The crimes included homicides, forcible

rape, robbery, and aggravated assault. Of those crimes committed 802 were committed in the Northern Region and 442 were committed in the Southern Region. The rest occurred in the Lompoc Valley and in the unincorporated sections of Santa Barbara County. In addition, there were approximately 4,456 property crimes committed in Santa Barbara County alone. All of the aforementioned numbers are a decrease from the prior year.

Educational Systems Profile

Demographics of the Children Enrolled in Schools

Santa Barbara County has a total of twenty (20) school districts. During the 2015 school year there were 69,069 students enrolled which has remained relatively consistent over the past five years. Of those students, 7,531 of them were enrolled in special education classes.

The dropout rate in California is 10.7%. This is an improvement in California's graduation rate for the sixth straight year meaning that nearly 82.3% of California students will graduate. Currently, dropout rates for Santa Barbara County are approximately 7.3%, which is an overall decrease.

However, it remains important that this number is monitored on a regular basis as research indicates children who drop out of high school have a higher likelihood of facing challenges throughout their lives. Research further shows that those children are more likely to be involved in criminal activities, abuse of illegal substance, use of alcohol, becoming teen parents, and be unemployed. The most recent data shows that approximately 380 students dropped out in the last year. Meaning that of those children enrolled in 9th through 12th grade, 380 left prior to completing the school year.

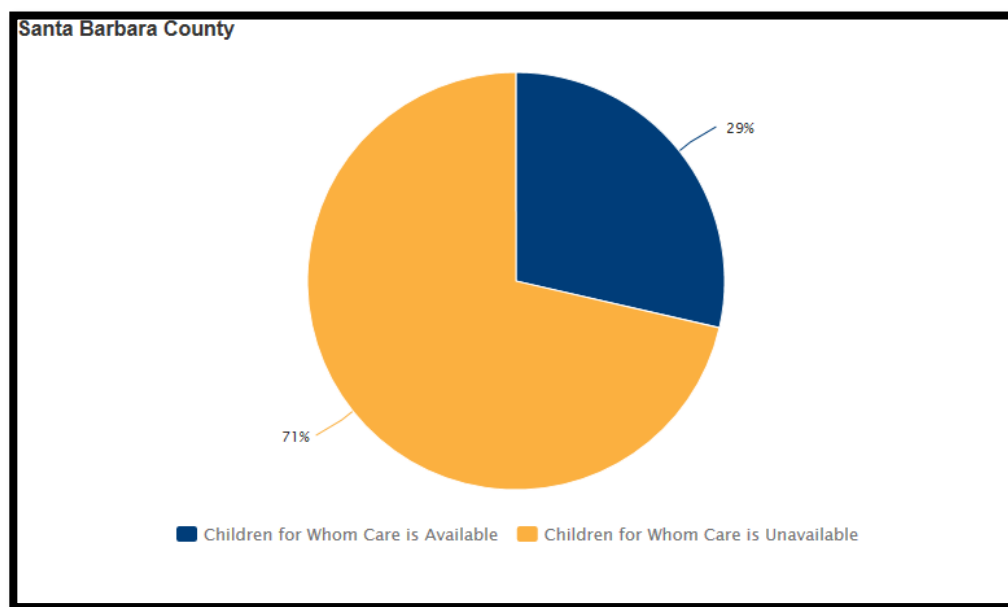
Number of Children on Childcare Waiting Lists

Childcare in our county continues to be of great importance in supporting children's development on multiple levels and in also increasing the likelihood of academic success. Of the total 72,199 children 0-12 years of age in Santa Barbara County, 45,405 are

estimated to need early care and education services because their parents are employed, in school or training or are actively seeking employment. Of the children estimated to need care, 46% are infants or toddlers (0-2 years), 40% are preschoolers (2-5 years) and 14% are school-age (6-12 years).

Currently, 16,007 children remain on Childcare waiting lists, whereas, quality child care demands within Santa Barbara County are outpacing availability.

Availability of Child Care for Potential Demand: 2014



Definition: Estimated percentage of children with parents in the labor force for whom licensed child care is available and unavailable. Figures for 2000-2008 cover children ages 0-13, but 2010-2014 figures cover children ages 0-12.

Data Source: [As cited on kidsdata.org](#), California Child Care Resource & Referral Network, California Child Care Portfolio (Nov. 2015).

Community Health Profile

Number of Children Receiving Age Appropriate Immunizations

As required by the California School Immunization Law, all children must have current, age appropriate, immunizations prior to entering school. The Santa Barbara County Immunization Project's goal is to assure appropriate, on time immunizations for infants, children, adolescents and adults in the county. Outreach and education programs are complemented by population based assessments to measure vaccine coverage.

The project acts as a resource to provide accurate and timely immunization information to private and public health care providers, to schools and child care centers, and the general public.

In 2016, 6385 (almost 94.9%) of all children enrolled in kindergarten, had their required immunizations in Santa Barbara County, which is slightly higher than 2015 (94.4%). The state average for the same year was 90.4%.

Number of Babies Born with Low Birth Weight

Santa Barbara County's rates for low birth weight compared favorably with the states', but still did not meet the goals. While the overall number of infants born at low birth weights is small (374 babies of the 5,753 total births in Santa Barbara County in 2013), these infants are much more likely than babies of normal weight to have health problems and require specialized care in a neonatal intensive care unit, accounting for a significant amount of funds spent on infant health care. Very low birth weight children are at the highest risk for poor health outcomes, including learning disabilities later in life.

Santa Barbara County has numerous high quality health care providers in the private and public sectors. However, many residents do not have access to needed health service and lack the medical insurance, which continues to be a significant issue. The cost of health insurance appears to be the major barrier, leaving about 1 in every ten residents without insurance. Three years ago, California had one of the nation's lowest rates of medical insurance coverage, with 17.2% of its nearly 40 million residents lacking coverage, but by 2015, its uninsured rate had dropped to 8.6%, the Census Bureau study found. In 2015, approximately 4.2% of Santa Barbara County children ages Newborn to 17 years of age did not have health insurance, which is in correlation with the number of families in this county living below the poverty level.

Number of Children born to Teenage Parents

Teen pregnancy and births are important demographic factors to address, as children born to teenage mothers are more likely to be of a low birth weight and have a higher rate of infant death. Teenage mothers are more likely to drop out of high school and children born to teen mothers have a higher tendency to exhibit behavior problems and chronic medical conditions.

In 2013, Santa Barbara County had 138 children born to teen mothers between the ages of 15-17. According to the data, in 2013, there were no children were born to teen mothers under the age of 15. In 2013, California had 315 children born to teen mothers under the age of 15 and 8,525 children were born to teen mothers between the ages of 15-17.



Other Demographic Influences

Santa Barbara County is comprised of two distinct regions. The Santa Maria, Lompoc, and Santa Ynez Valleys (collectively referred to as “North County”) and the Santa Barbara coastal region (“South County”) are geographically separated and have divergent priorities. There are distinct economic, cultural and political differences between “North” county and “South” county. Additionally, there are significant differences in the array of services available to children and families in the various communities and regions.

However, given the distances and lack of transportation between communities, families in need of services are in large part limited to accessing local resources, which may have long waiting lists.

This becomes further problematic when children are placed outside of their communities, resulting in difficulty coordinating visitation and service delivery for families. In addition, bilingual and bicultural services in the north county are inadequate, and at times result in unacceptable wait times for services.

The high cost of housing continues to be a countywide concern and the majority of the county population is priced out of the housing market – particularly in South County. The major growth in housing – and thus population - has been in the Santa Maria and Lompoc regions. The high cost of housing in the South County also creates serious challenges in recruiting foster homes, recruiting and retaining staff, and developing transitional housing for all former foster youth.

Number of Children Age 0-18 in Population

In 2015, there were approximately 98,512 (ranging from 0 through 17 years of age) children residing in Santa Barbara County. The graph below details the population distribution of children by ethnicity:

Population Distribution by Ethnicity

	White	Latino	African-American	Asian	Native American	All Other
Santa Barbara County	48%	43%	2%	5%	1%	1%
North County	31%	61%	1%	4%	1%	2%
Mid County	51%	38%	4%	3%	1%	3%
South County	58%	32%	1%	6%	1%	2%

Reports of Suspected Abuse and/or Neglect Received

In 2015, 5533 referrals were received and there were 3,185 children with a maltreatment allegation in Santa Barbara County. Of the 3,021 children with allegations made, 546 children had substantiated allegations. In that same year a total of 191 children entered foster care. Of those children in care the majority of the children were removed from their homes due to general neglect and/or Caretaker Absence/Incapacity.

A point in time analysis of cases revealed that there are currently 53 Emergency Response cases, 107 Family Maintenance cases, 102 Family Reunification cases, 218 Permanent Placement cases and 70 Transitional Services cases; which is reduction in cases since the last CSA.

Children in Open Cases by Service Component Extracted April 2017

Service Component	Count	%
Investigation	0	0.0%
ER	53	9.6%
FM	107	19.5%
FR	102	18.5%
PP	218	39.6%
ST	70	12.7%
Total	550	100%

Child Welfare Services Maltreatment Indicators

There are a number of social, economic, individual, relational and societal factors that to contribute to the risk of child maltreatment. The following section provides information and data on some of these factors that may be targeted to aid in prevention.

For some indicators, such as teen births and high school completion, the County has improved performance in comparison to the last System Improvement Plan (SIP). Results for other indicators, however, such as housing costs, domestic violence, and drug overdoses, have remained the same or worsened.

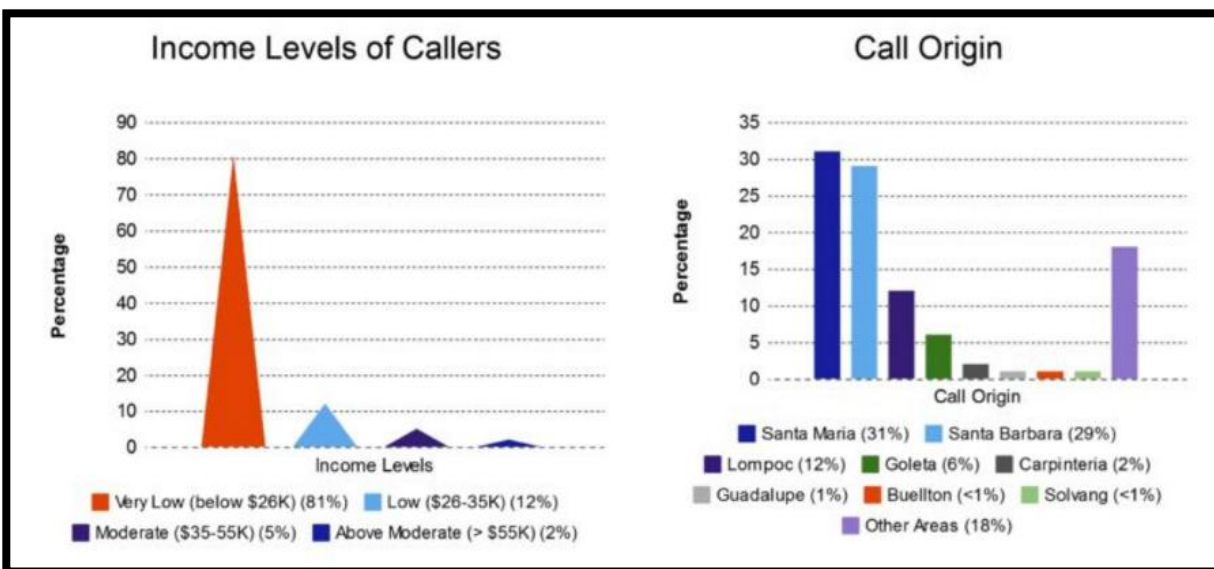
Although there is no particular data to substantiate improvements as it relates to teen births and high school completion, it is inferred that the extended foster care program has assisted with both of these factors. The extended foster care program provides youth with necessary support services to complete high school and aid teen parents with their child.

Santa Barbara County 2-1-1 Calls

2-1-1 Santa Barbara is a resource and information center that connects people with community, health and disaster services through a free, confidential multilingual phone service that is available 24 hours per day, seven days per week. 2-1-1 Santa Barbara serves the entire county and also maintains a searchable online database available at www.211santabarbaracounty.org. In FY 2015-16, the 2-1-1 call center received 6,280 calls.

The most frequent types of requested resources by callers (in rank order) were:

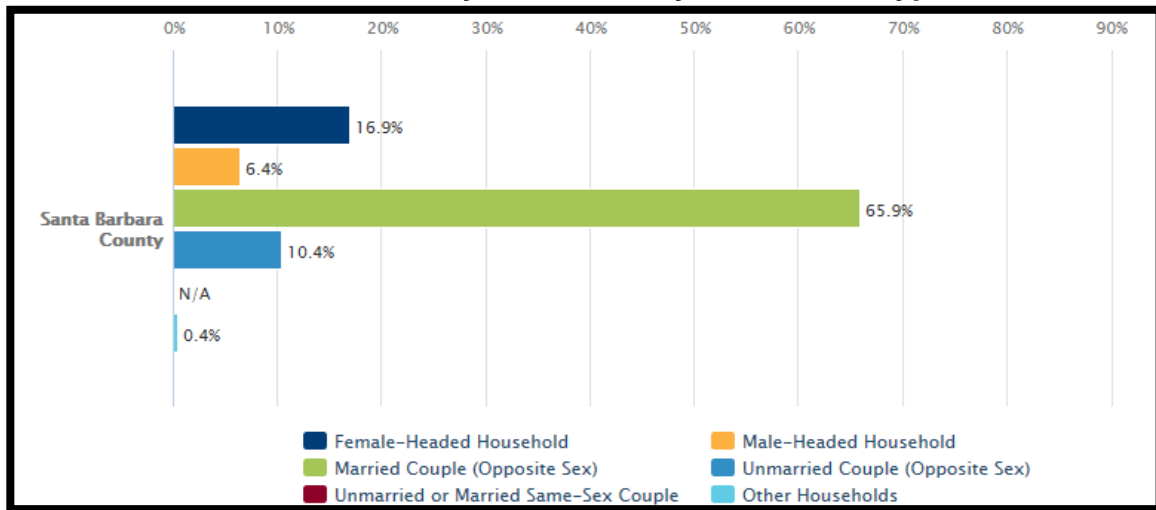
1. Mental Health/Addiction
2. Housing and shelter
3. Legal Consumer & Public Services
4. Individual family, and consumer support services



Family Structure

Over the past years, the percentage of children living in households with two married parents has declined nationwide, while the percentage in families headed by a single parent or grandparents has remained steadily. However, in Santa Barbara County, the rate of children residing in two parent homes represents the highest number of children.

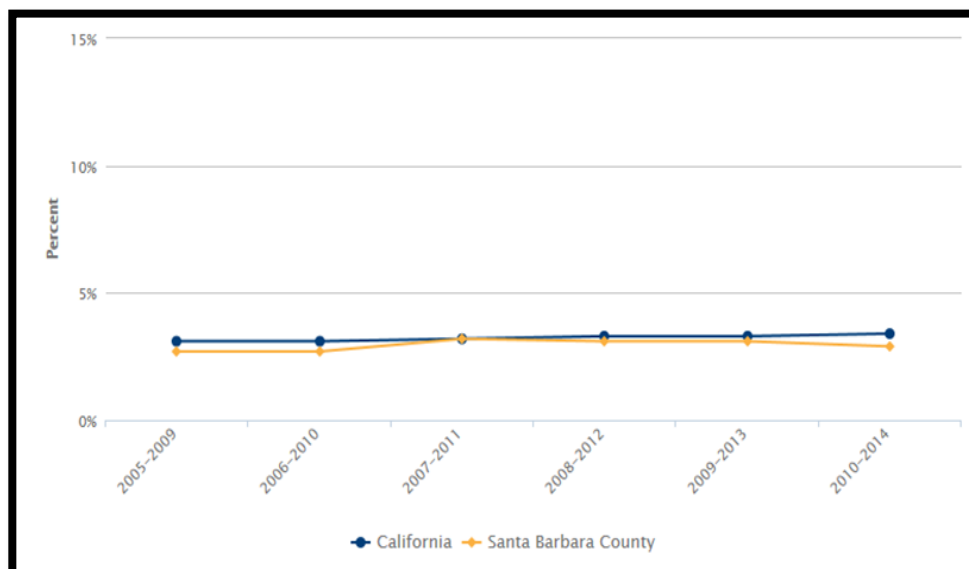
Santa Barbara County's Children by Household Type: 2014



Data Source: As cited on kidsdata.org, Population Reference Bureau, analysis of data from the U.S. Census Bureau's American Community Survey microdata files (Nov. 2015).

More than 300,000 grandparents in California have primary responsibility for their grandchildren. Of this group, almost 65,000 are over the age of 65, and 20,600 of these older grandparents care for their grandchildren without any other family member present. Those solo grandparent caregivers have responsibility for 19,800 grandchildren. Within Santa Barbara County, 2.9% of all children in care received primary care from their grandparents. During the previous CSA this statistic was at 3.1% therefore there has been a nominal change. Overall, this number has remained relatively stable as indicated by the following graph.

Santa Barbara County's Children in the Care of Grandparents 2005-2009 to 2010-2014



Definition: Estimated percentage of children under age 18 living with grandparents who provide primary care for one or more grandchildren in the household (e.g., in 2014, 3.3% of California children lived with grandparents who provided them primary care).

Data Source: [As cited on kidsdata.org](http://kidsdata.org), U.S. Census Bureau, American Community Survey (Sept. 2015).

Children with Disabilities

The percent of children enrolled in special education has increased from 9.5% in 2010 to 11.0% in 2015. The most common disabilities include learning disabilities, speech/language impairments, other health impairments and autism. It is possible that the increase in the number of children enrolled in special education is because there are more social workers utilizing the support of the education liaison, as well as SELPA (Santa Barbara County Special Education Local Plan Area) who provides oversight guidance, training and support to parents, guardians, and the community regarding special education services.

Santa Barbara County's Special Education enrollment by Ethnicity and Disability - December 2015

	<u>Intellectual Disability</u>	<u>Hard of Hearing</u>	<u>Deaf</u>	<u>Speech or Language Impairment</u>	<u>Visual Impairment</u>	<u>Emotional Disturbance</u>	<u>Orthopedic Impairment</u>	<u>Other Health Impairment</u>	<u>Specific Learning Disability</u>	<u>Deaf-Blindness</u>	<u>Multiple Disability</u>	<u>Autism</u>	<u>Traumatic Brain Injury</u>	
<u>Ethnicity</u>	(MR)	(HH)	(DEAF)	(SLI)	(VI)	(ED)	(OI)	(OHI)	(SLD)	(DB)	(MD)	(AUT)	(TBI)	Total
Native American	*	0	0	*	*	*	*	*	27	0	*	*	*	
Asian	*	*	*	19	*	*	*	*	42	0	*	29	*	
Pacific Islander	*	*	0	*	0	0	0	*	*	0	0	*		0
Multi	*	*	0	44	*	*	*	12	50	0	*	40		0
Hispanic	341	82	20	1,282	23	173	87	404	2,313	*	93	435		13
African-American	*	*	0	23	*	13	*	20	66	0	0	12	*	
White	81	14	12	424	11	93	32	232	573	0	29	292	*	
* Denotes values under 11														
7,566														

Child Fatalities

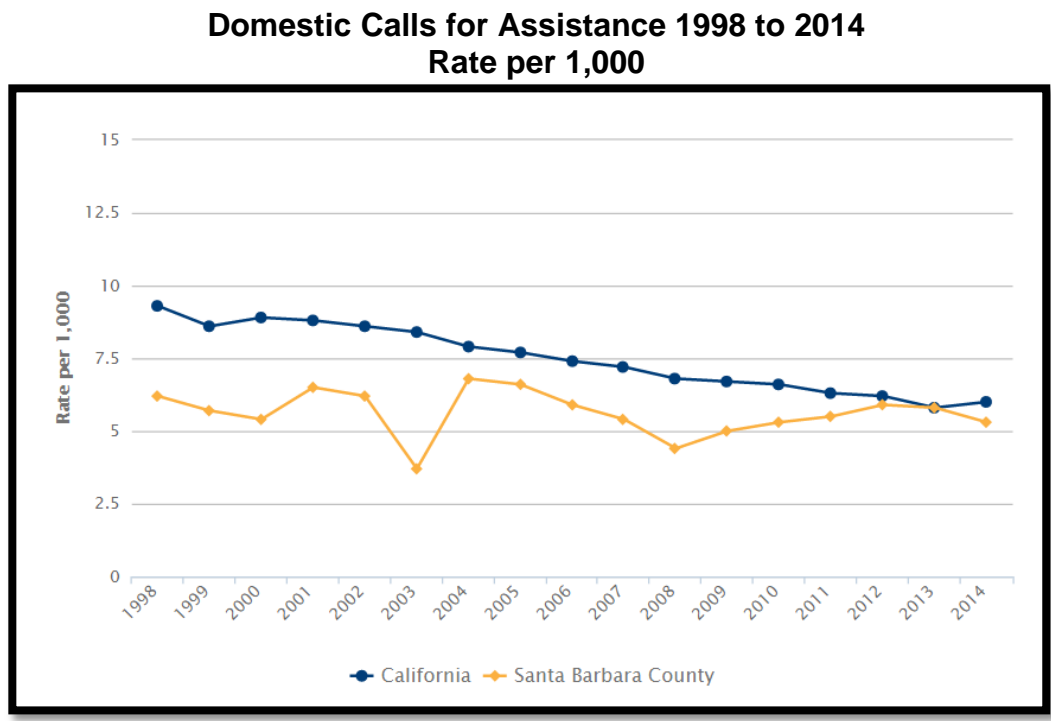
The Child Death Review Team (CDRT) is a county-wide interagency team that provides information about child deaths to the state for integration of information about how to prevent child deaths at the state level. Santa Barbara County had 81 deaths to children 17 years old or younger between 2012 and 2014. The majority of child deaths in both years were due to medical conditions or unpreventable disease.

In 2012, 83.3% (20/24) of all deaths were due to medical conditions; 2013, 76.0% (19/25) of all deaths were due to medical conditions; 2014, 71.9% (23/32) of all deaths were due to medical conditions. Over the three years, 27 (43.5%) of the deaths due to medical conditions for children under the age of 1, were due in some part to prematurity.

Accidents appear to occur across all age categories and included motor vehicle accidents, drowning and asphyxiation. Also, parents co-sleeping with young children or maternal overlying are factors in some accidents and undetermined deaths. As a result of reviews by the CDRT in Santa Barbara County, a number of actions have been taken to prevent future deaths. These actions largely relate to educating individuals in our community about the prevention of SIDS, parenting and immunizations.

There has also been outreach with community agencies to work with high risk families and safe environments. The team remains committed to addressing barriers and learning from child deaths to prevent future deaths of children in our community.

Rates of Law Enforcement Calls for Domestic Violence



Over the past four years the number of crisis calls and individuals who need emergency shelter in the county particularly the Santa Maria area has increased significantly. CWS works closely with Domestic Violence Solutions for Santa Barbara County (DVS). DVS is the county's only full-service domestic violence agency, who provides the county's sole *24-hour shelter services for victims and their children, as well as transitional housing programs for domestic violence survivors*. DVS also operates four 24-hour hotlines; accompanies law enforcement on domestic violence calls; works to prevent domestic violence through teen outreach and education programs; and provides resource and referral services to men, women, and children affected by domestic violence. DVS serves all victims including women, children, men and the LGBTQ+ community.

For those who seek emergency services Domestic Violence Solutions has provided data on the number of adults and children who have received emergency services through the shelter system in recent years.

Clients Receiving Shelter Services

	2013-14	2014-15	2015-16
Crisis & Information Calls on 24/7 Hotline	1,500	4,080	6,250
Adult individuals seeking emergency shelter	129	131	140
Children under age 18 seeking emergency shelter	152	272	283

In terms of violence, of the total calls related to domestic violence assistance, the chart below displays that most calls received did not involve a weapon.

State of California Department of Justice Violence-Related Calls for Assistance Involving Weapons

Domestic Violence-Related Calls for Assistance
Counties: Santa Barbara County.
Years: 2006 - 2015.

1 Penal Code section 13730 does not require that the type of weapon involved in a domestic violence-related call be reported.
2 Hands, feet, etc.

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
TOTAL CALLS	1,610	1,473	1,208	1,426	1,515	1,585	1,703	1,695	1,556	1,642
No Weapon Involved	782	1,054	965	936	1,104	1,230	1,315	1,325	1,206	1,281
Weapon Involved ¹	828	419	243	490	411	355	388	370	350	361
Firearm	7	2	3	7	7	1	2	1	0	11
Knife or Cutting Instrument	28	25	17	17	14	26	19	18	21	27
Other Dangerous Weapon	51	47	30	121	75	41	78	38	48	66
Personal Weapon ²	742	345	193	345	315	287	289	313	281	257
Not Reported	0	0	0	0	0	0	0	0	0	0

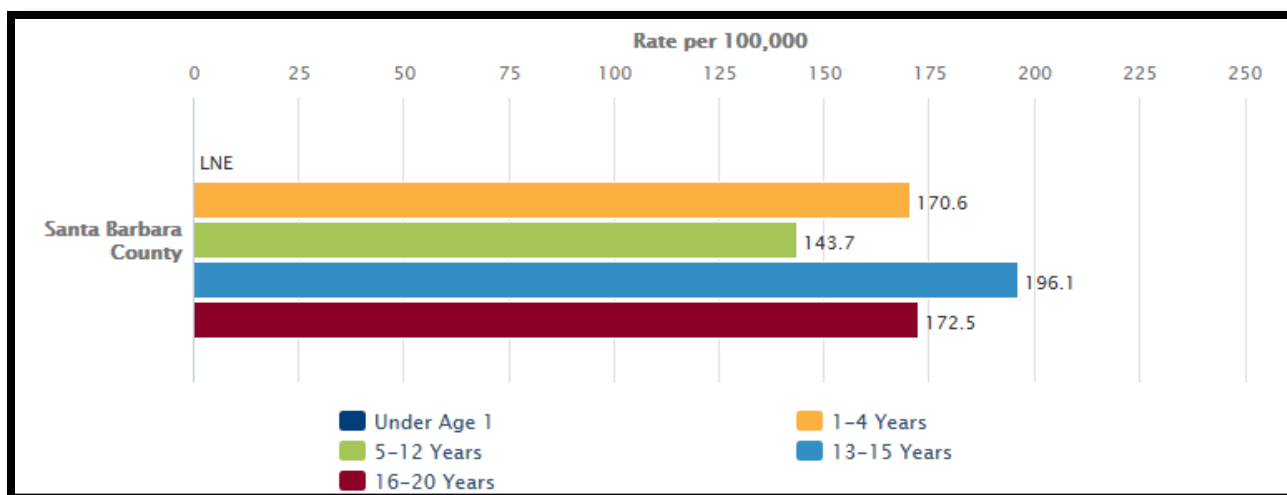
Emergency Room Visits

The rate and number of emergency department discharges decreased between 2010 and 2013. This could be the result of improved prevention efforts and increasing numbers of children with insurance who may be receiving care at their primary care doctor's office or urgent care center.

The most noticeable difference since the last CSA regarding potential impacts and service delivery is that it is believed that although caseloads might be lower, the cases are higher risk with more complex needs.

The chart below measures the number of discharges from hospitals for injuries among children by age. The leading causes of unintentional, non-fatal injuries for children ages 0-20 are falls, motor vehicle accidents, and unintentionally being struck by an object.

Unintentional Injury Hospitalizations, by Age: 2013



Definition: Number of injury hospitalizations due to non-fatal unintentional injuries per 100,000 children/youth ages 0-20, by age group.

Data Source: [As cited on kidsdata.org](#), California Dept. of Public Health, Office of Statewide Health Planning and Development, Patient Discharge Data; California Dept. of Finance, Race/Ethnic Population with Age and Sex Detail, 1990-1999, 2000-2010, 2010-2060; CDC, WISQARS (Jun. 2015).

Substance Abuse and Mental Health Data

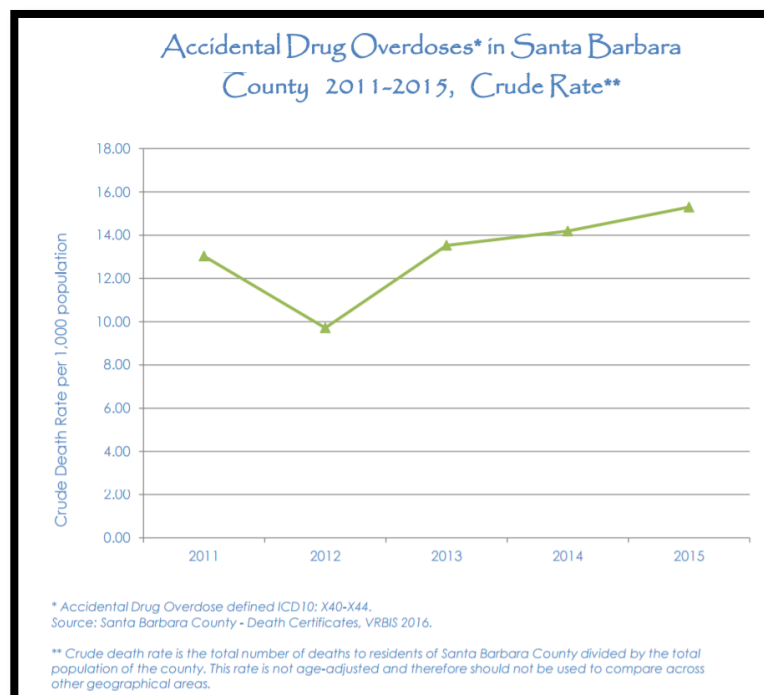
Participants in the CSA stakeholder meetings and Peer Review repeatedly mentioned the challenges to reunification when parents have substance abuse and/or mental health problems. Accidental overdose within the county and mental health populations have increased or remained steady since the last CSA.

Based on the Santa Barbara County (SBC) population of 437,643 and that 22.4% of the population are children, Santa Barbara County mental illness estimated rates are noted below. Definitive local data on the prevalence of serious mental illness and substance use disorder isn't available.

National data show that between 5% and 8% of children have serious emotional disturbances, 4% of adults have serious mental illness and 8% of adults have substance use disorders.

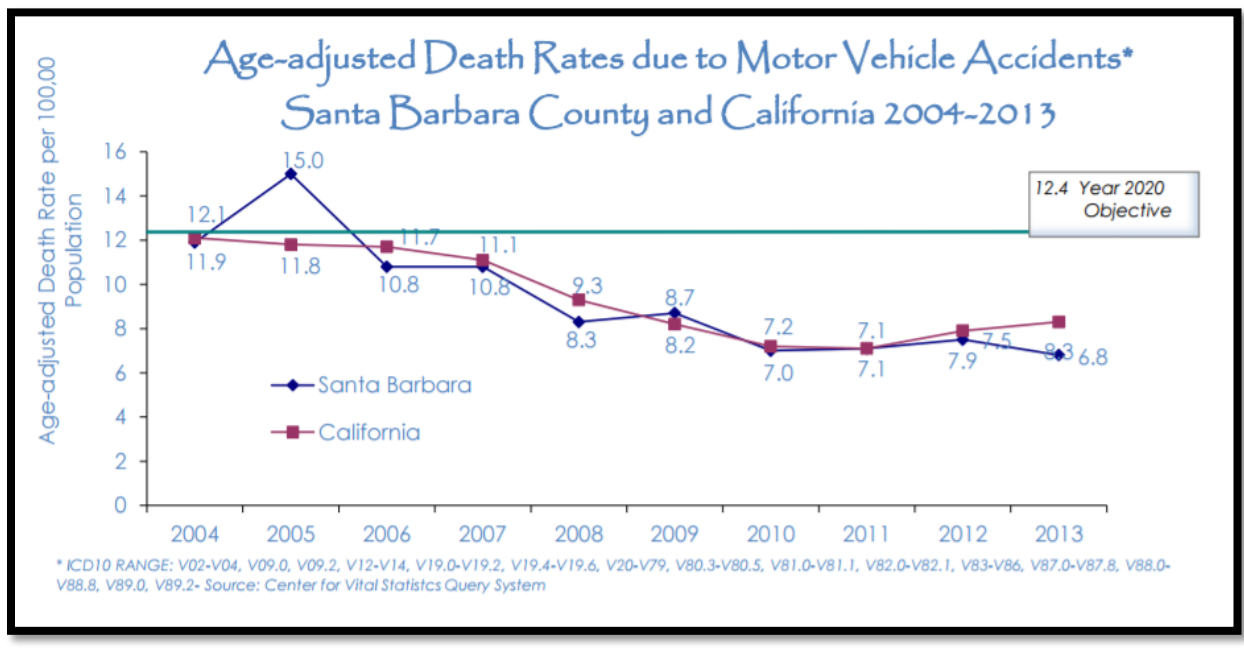
Category	National Prevalence Percentage	Estimated Number in SBC
Serious Mental Illness – Adults	4%	13,584
Serious emotional disturbance – children	5% - 8%	4,902 – 7,843
Substance Use Disorder	8%	27,169

Early death can occur for a number of reasons. Sometimes the reasons for premature death correspond to personal behaviors or actions taken. One category of preventable premature deaths are 'other accidents'. Accidental drug overdose is included in the other accidents category. Accidental drug overdose deaths occur across age ranges and overdose deaths have been increasing in recent years in Santa Barbara County.



Another leading cause of premature death is motor vehicle accidents. This is an area where there has been a downward trend in the number of deaths over time. It is believed

this consistent decline is due in part to seat belt use, which has been increasing since 2000.



Santa Barbara County is fortunate to have multiple substance abuse providers in the County to meet the needs of the community. CWS contracts with three providers who provide services in Santa Maria, Lompoc, and Santa Barbara. Through meetings with the contracted service providers new referral forms and progress reports have been developed with clearer time lines for treatment as well as common language regarding progress indicators. CWS continues to work in concert with our wellness contractors to improve child safety outcomes when interrelated to mental health and substance abuse.

Access to Affordable Housing

In regards to affordability, we know that the average asking rent in Santa Barbara County was \$1,619 a month in 2015 for a two bedroom apartment according to Housing California. An individual making minimum wage would earn \$1,560 for full-time employment. For a family to spend 30% of their household income on rent, they would need to make the equivalent of \$32 per hour to rent in the County. There are clearly many families who cannot afford rent in the County. As a result, 30,000 employees commute in and out of the city of Santa Barbara each day. These employees provide

essential services that are at risk when main transportation corridors are impacted by obstacles, such as fires, disasters, road blockages, or accidents.

A home buyer must earn, on average, more than \$77,903 a year to afford a \$367,500 home, which was the median priced home in the entire county in 2012. In Santa Barbara County alone, there is a shortage of 12,960 homes available to meet the number of affordable homes needed. Santa Barbara County has been listed as one of the top 10 communities with the most disparity between income and cost of living. We know that economic and housing stress has a direct nexus with child safety.

Child Welfare Services Participation Rates

http://cssr.berkeley.edu/ucb_childwelfare

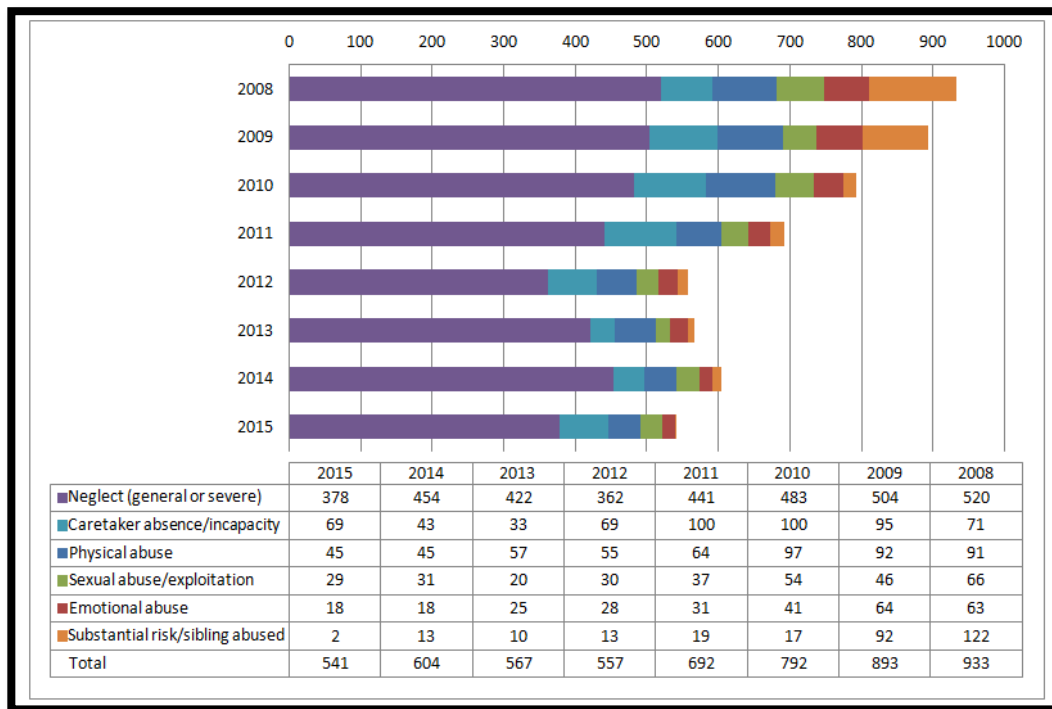
Children with Allegations by Types of Abuse

General neglect was consistently the number one cause of substantiated cases—in all age groups, for all years. General neglect in a family is often rooted in substance abuse, domestic violence, mental illness or caretaker incapacity/absence and is best addressed through prevention or treatment services for the caretakers.

Younger children, particularly infants less than one year old, were more vulnerable to abuse and neglect. In 2015, under-one-year-olds represented 5.9% of all children in Santa Barbara County, but 15.8% of all substantiated cases.

Most CWS case-managed families in Santa Barbara County receive support with parenting skills, mental health/coping skills, and access to substance abuse treatment. These have consistently remained high-priority needs over time, along with affordable housing.

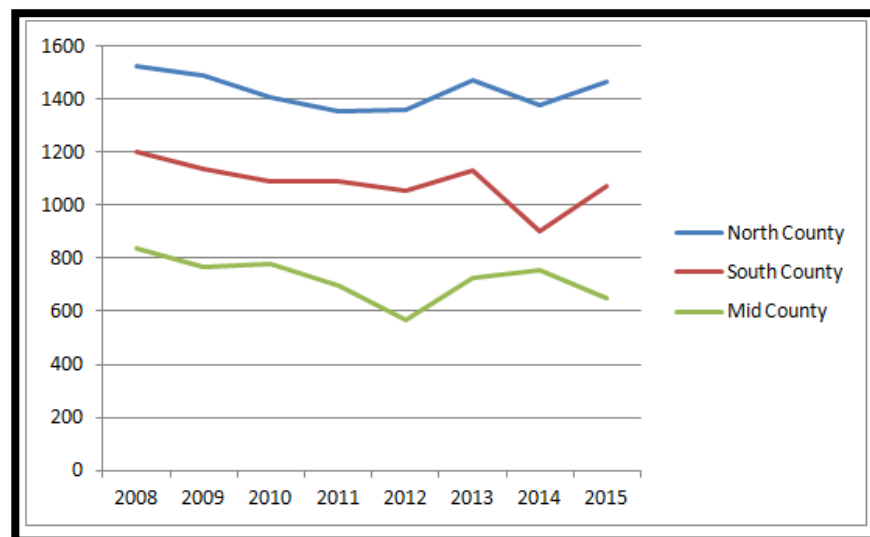
Substantiated Child Abuse/Neglect Cases by Type



Regional Data Trends

The number of referrals investigated in each region of the county has remained fairly consistent over time. When considering the number of families per region, the rate of investigated referrals was similar in all regions of the county.

Investigative Referrals by Region

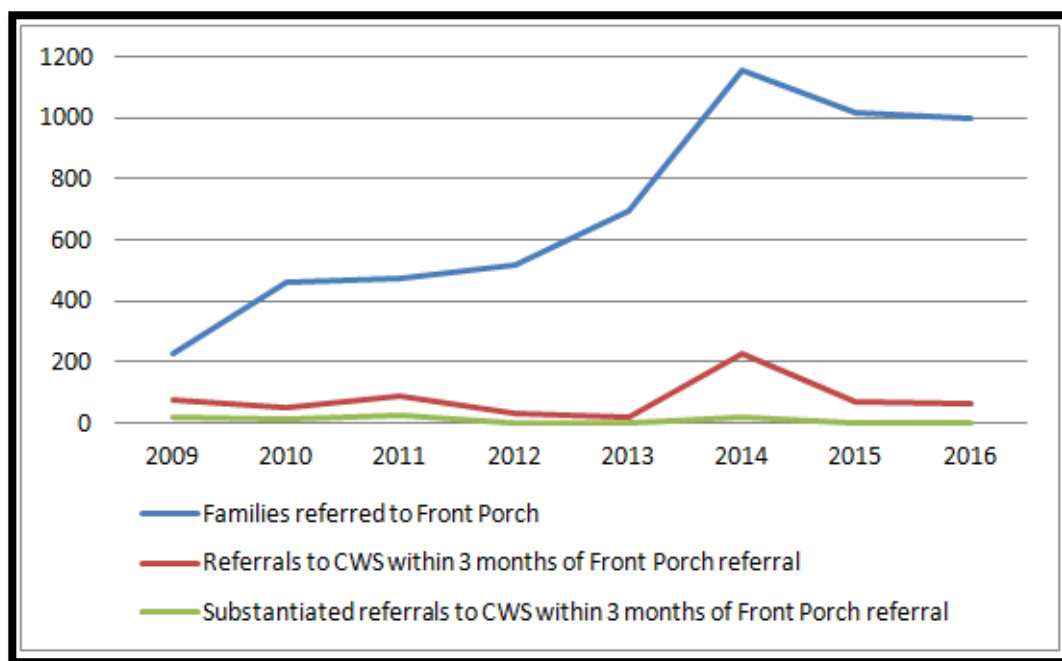


Referrals and Recidivism

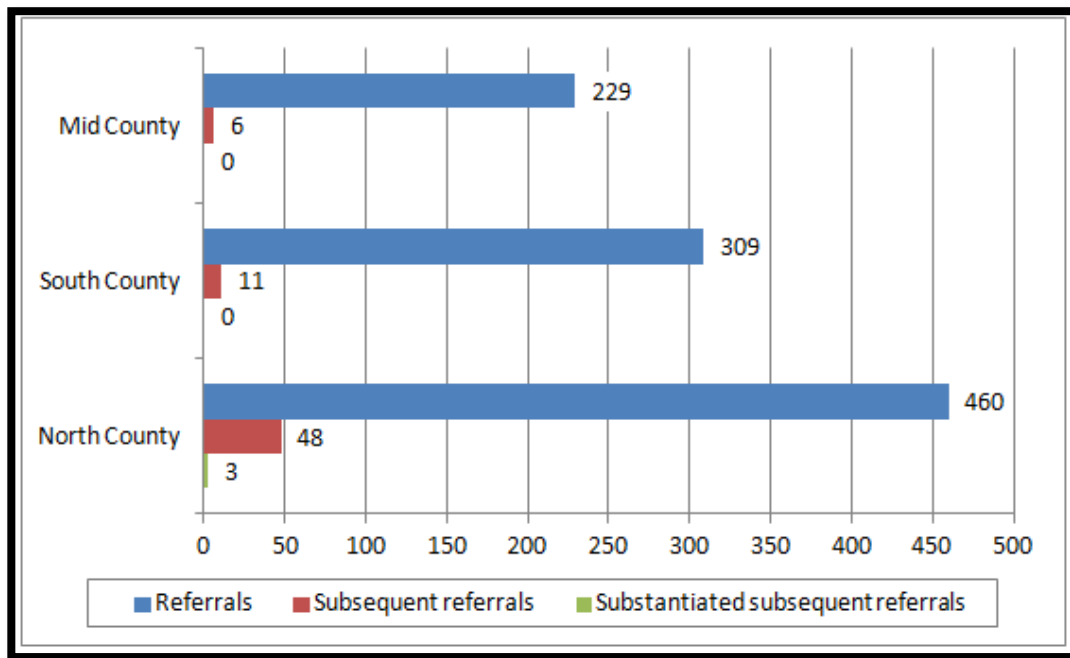
In 2005, Child Welfare Services (CWS) of Santa Barbara County adopted the Differential Response model for responding to reports of child abuse and neglect. Differential Response, known as Front Porch in Santa Barbara County, offers an expanded set of responses that allows families to access support at the first signs of trouble. Social workers refer families to partner agencies in the community who work with them to address challenges that place their children at risk for abuse and neglect. Families are provided with focused services and empowered to find solutions that will improve their lives and decrease the likelihood of future intervention from Child Welfare Services. Referrals to Front Porch have increased steadily since the program started, from 227 in 2009 to a high of 1155 in 2014.

With increased family engagement, recidivism rates have dropped. The percentage of families referred to Front Porch that have a referral to CWS within the following three months has dropped from 32% in 2009 to a low of 3% in 2013. The percentage of such referrals that are substantiated as abuse or neglect has dropped from 7% in 2009 to a low of 0.3% in 2016.

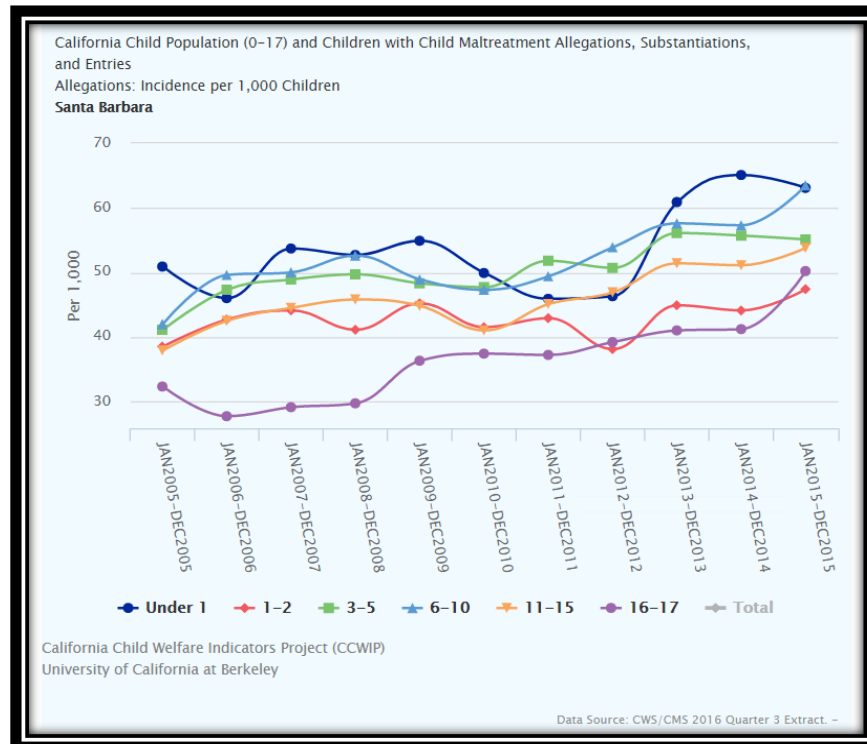
Front Porch (Differential Response) Referrals and Recidivism



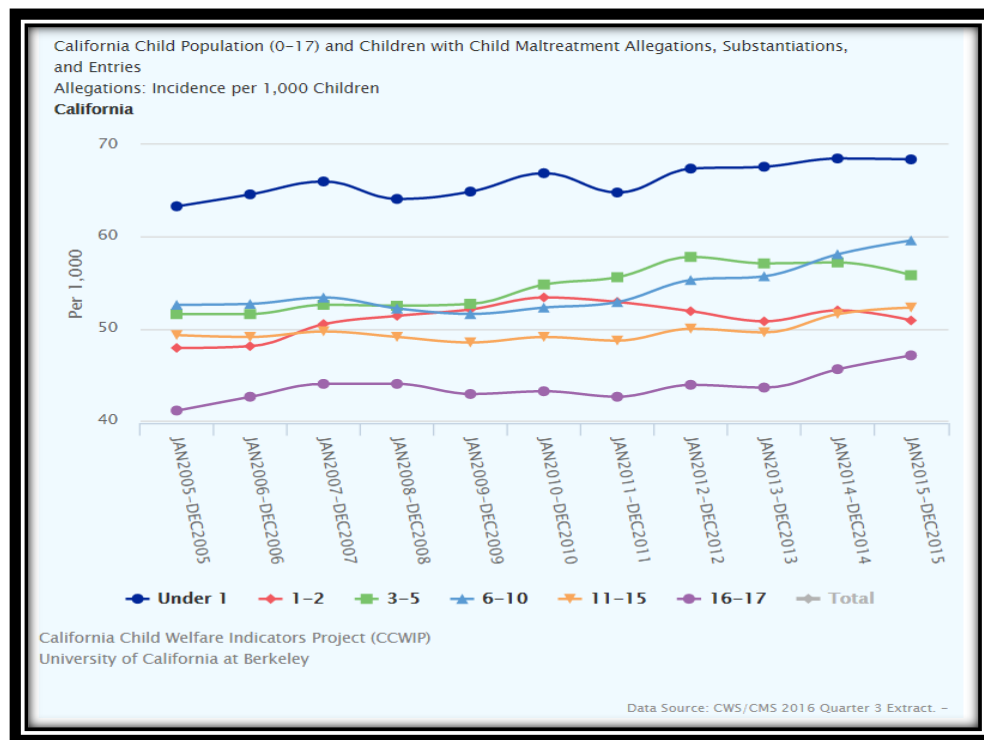
Geographic Distribution of Front Porch referrals, July 2015 to June 2016



Participation Rates ~ Santa Barbara County



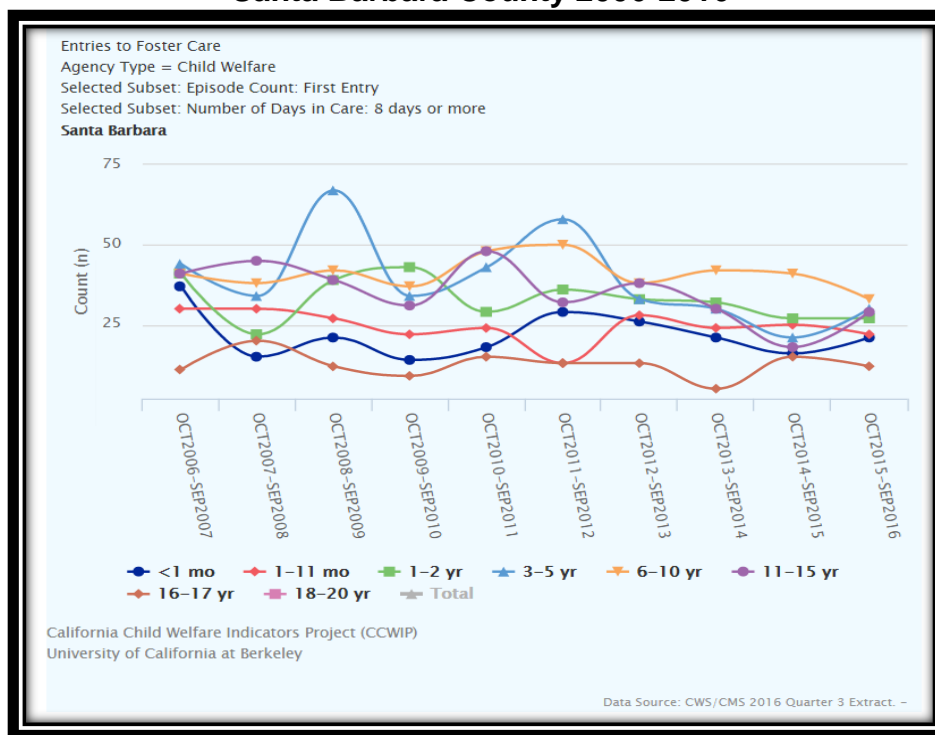
Participation Rates ~ California



In Santa Barbara County, the numbers of children with substantiations appear to be slowly declining, as does the number of children with entries into foster care. This is a strong indication that Differential Response, and Voluntary Family Maintenance efforts have had a positive impact on decreasing the number of children with substantiations and/or the number of children with entries.

Children with First Entries to Foster Care

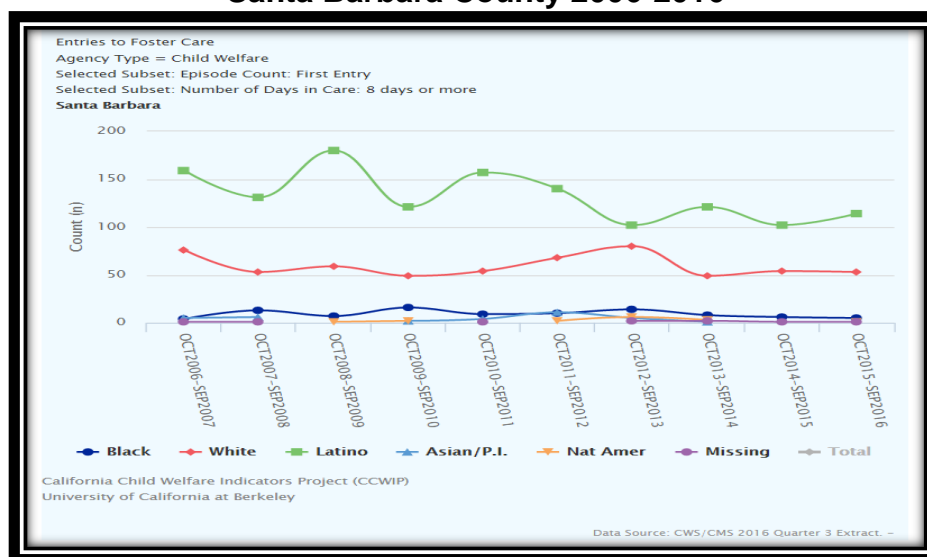
Santa Barbara County 2006-2016



Children less than 1 year of age represents the highest number of entries into foster care at 20.6%, which is higher than any other age group.

Children with First Entries to Foster Care By Race

Santa Barbara County 2006-2016



Disparity Indices by Ethnicity - 2016

Ethnicity	Entries (n)	Entries(1) (%)	Child Population (n)	Child Population (%)	Rate per 1,000
Total	190	100	99,183	100	1.92
Black	3	1.6	990	1.03	3.03
White	51	27.13	27,668	28.92	1.84
Latino	133	70.74	63,762	66.64	2.09
Asian/P.I.	0	0	2,953	3.09	0
Nat Amer	1	0.53	313	0.33	3.19
Multi-Race/Missing	2	.	3,497	.	.

Data Source: CWS/CMS 2016 Quarter 4 Extract.

Population Data Source: 2016 – CA Dept. of Finance

The highest number of children with entries were Latino, representing over 70% of all entries. With Latino children representing just over 66% of the population they are disproportionately represented among children with entries. The second highest number of children with entries were White at approximately 27%. White children with entries were underrepresented at approximately 29% of the child population. The number of Native American and African American children with entries is very small with 1 and 3 entries respectively. Although these are relatively small numbers they also have disproportionately higher entry rates.

Santa Barbara County's Population Distribution Age/Race

Age Group	Ethnic Group						Total
	Black	White	Latino	Asian/P.I.	Nat Amer	Multi-Race	
Under 1	43	1,612	3,770	174	13	270	5,882
1-2	78	3,163	7,334	344	25	518	11,462
3-5	110	4,547	10,913	520	33	657	16,780
6-10	272	7,300	18,241	763	92	938	27,606
11-15	319	7,721	16,998	799	108	806	26,751
16-17	168	3,325	6,506	353	42	308	10,702
18-20	459	11,671	11,830	2,339	45	1,026	27,370
Total	1,449	39,339	75,592	5,292	358	4,523	126,553

Data Source: CWS/CMS 2016 Quarter 4 Extract

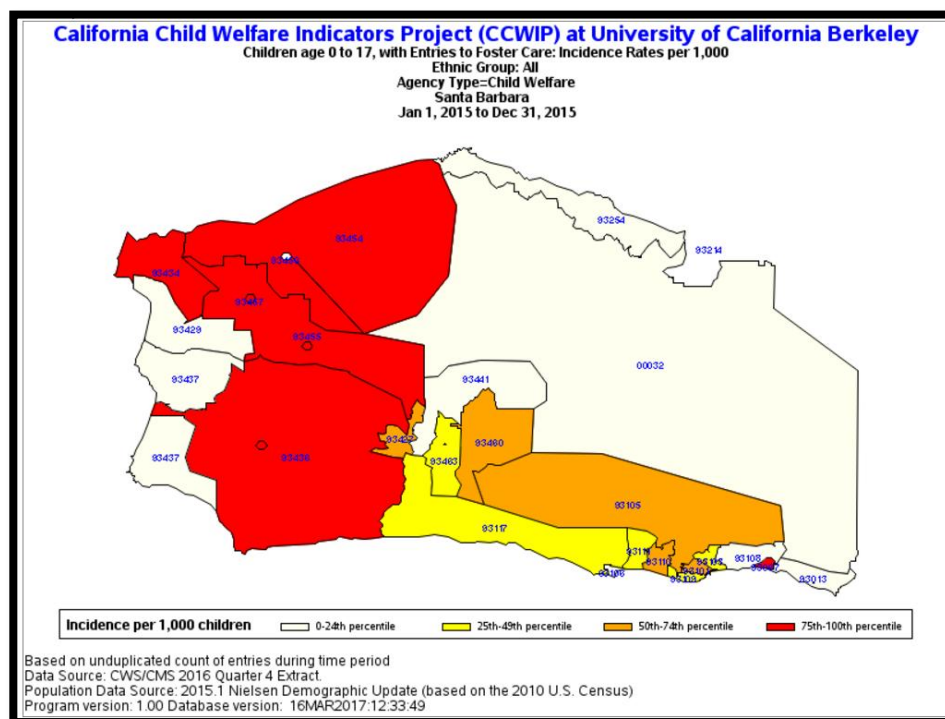
Santa Barbara County Number of Children in Care by Age

Age Group	Total Child Population	In Care	Prevalence per 1,000 Children
Under 1	5,882	21	3.6
1-2	11,462	53	4.6
3-5	16,780	55	3.3
6-10	27,606	90	3.3
11-15	26,751	92	3.4
16-17	10,702	55	5.1
Total	99,183	366	3.7

Data Source: CWS/CMS 2016 Quarter 4 Extract

Children ages 16-17 have a higher incidence of in- care rates than any other age group. This continues to pose a struggle for our county as this population is often times the hardest to place as there is a shortage of resource homes willing to accept placement of this age group.

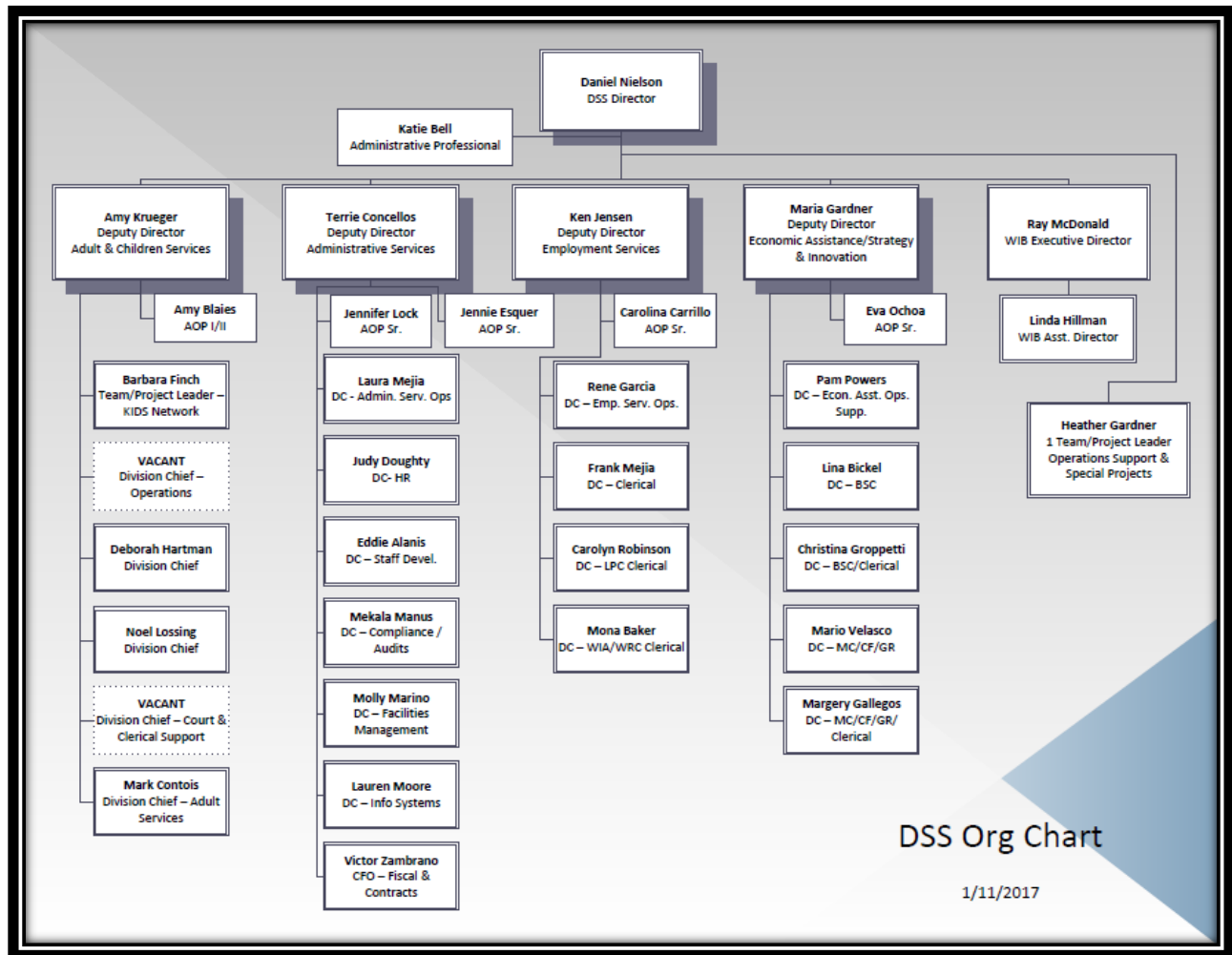
Santa Barbara County Incidence Rates by Geographic Area



Entrances in the Northern part of the county (Santa Maria, Guadalupe, Los Alamos, and Cuyama) are consistently higher than in Southern Santa Barbara County.

PUBLIC AGENCY CHARACTERISTICS SIZE & STRUCTURE OF AGENCIES

County Governance Structure



The County is divided into five Supervisory Districts based on population as required by State statute. The County has a five member Board of Supervisors (BOS) and a County Executive Officer (CEO). There are a total of 25 County Departments responsible for all County services. Five departments are headed by elected officials: the Auditor-Controller, Clerk-Recorder-Assessor-Registrar of Voters, District Attorney, Sheriff, and Treasurer-Tax Collector-Public Administrator. The Chief Probation Officer and the Court

Executive Officer are appointed by the Presiding Judge of the Santa Barbara County Superior Court. The remaining Department Directors are appointed by the Board of Supervisors.

The Director of Social Services reports to the CEO and the BOS. CWS is directly managed by one Deputy Director (reporting to the Director) and three Division Chiefs reporting to the Deputy. Each Division Chief is based in one of our 3 primary regions (Lompoc, Santa Barbara, and Santa Maria) and generally manages a range of programs/projects and approximately five Social Service Supervisors each. In addition the Social Services Operations and Support Division provide multifaceted program support from fiscal oversight to data analysis. The Operations Division closely interfaces with contract providers, resource families, ILP youth, Katie A issues, and other programmatic aspects in support of CWS. The Division Chief responsible for the Operations Division reports directly to the CWS Deputy Director.

The Chief Probation Officer (CPO) is appointed by the Presiding Judge of the Juvenile Court and oversees all activities of the Probation Department. Historically, a Deputy Chief Probation Officer (DCPO) provides administrative oversight for each of the Probation Department's three operational divisions (Adult, Juvenile/Institutions, and Professional Standards). One (1) Probation Manager has responsibility for all of the Probation Department's Juvenile Division operations. There are three (3) Supervising Probation Officers (SPO) assigned to the Juvenile Division. One oversees the Field Services and Court Services Units in Santa Barbara, one oversees the Field Services Unit in the North County (which includes Santa Maria, Lompoc, and the Santa Ynez Valley), , and the third oversees The North County Court Services Unit and the centralized Placement Unit.

Staffing Characteristics

In FY 16/17 there were approximately 834 total positions in the Department of Social Services distributed throughout three distinct regions over a 100 mile geographic spread, South County (Santa Barbara, Carpinteria, Goleta), West County and the Valley (Lompoc, Buellton, Santa Ynez), and North County (Santa Maria, Guadalupe, Los Alamos, Cuyama).

Ethnicity for the entire departmental staff is reflective of the following: Hispanic 73%; Caucasian 23%; Asian 2%; Pacific Islander 1%; and African American 1%. The vacancy rate for the entire department is 7%. CWS is well staffed with bi-lingual Social Workers to meet the high demand of Spanish speaking clients.

A point-in-time report for January 2017 revealed 9 staff on leave of absence and 16 vacant positions in the CWS Branch, some of these positions have been approved to fill and others have not been requested and/or authorized. Of our current CWS supervisory and social worker/practitioner workforce, approximately 49% have a Masters Degree and 51% have a Bachelors Degree in social work, psychology, or a related field.

During FY 16/17, there were 151 full-time and 1 part-time positions in the CWS Branch. Allocated positions distinct to CWS include:

- 40 Social Services Workers
- 31 Social Services Practitioners
- 14 Social Services Supervisors
- 9 Department Business Specialists
- 20 Administrative Office Professionals
- 7 Social Services Case Aids
- 10 Foster Care Eligibility Workers
- 1 Foster Care Eligibility Supervisor
- 4 Social Services Division Chiefs

Social Workers are assigned to Central Intake (Hotline), Assessment and Investigation (ER), Voluntary Family Maintenance, Court Services (detention-disposition), Ongoing Services (FM/FR), Permanency (PP/Adoption), Transitional Services (Emancipation, Group Home, Wraparound, AB12), and Resource Family Approval. As of the writing of this report 6 new Social Service Workers/Practitioners have been hired and are in the midst of induction training.

The chart below details the current pay scale per hour for Social Services Supervisors as well as Social Workers and Social Services Practitioners.

SOCIAL SERVICES SUPV I	22	26.930	28.308	29.755	31.277	32.877
SOCIAL SERVICES SUPV II	22	31.907	33.538	35.254	37.056	38.951
SS WORKER	21	21.514	22.616	23.773	24.988	26.266
SS WORKER Sr PS/L	21	24.988	26.266	27.611	29.022	30.507
SS PRACTITIONER	21	26.930	28.308	29.755	31.277	32.877

Currently, cases are primarily generated through our Central Intake Unit. Calls that are received are either escalated into an investigation referral or downgraded to an Evaluate Out which will be handled absent an in-person response. If after the applicable investigation has occurred, and it's deemed appropriate for Juvenile Court intervention, the Assessment and Investigations Unit will file the resulting Juvenile Court petition and the referral will be elevated to a case.

Ultimately, ongoing review of caseloads as well as feedback obtained through the CSA process and Peer Review will be used to inform decisions about appropriate caseloads/staffing in each respective unit as well as where new workers will be assigned in order to provide relief to Social Workers who have been carrying high caseloads.

Customarily the county recruits for Social Service Workers and Probation Officers through Public and Human Resources boards, local outreach, university MOU's regarding internships, and County Websites. However, our county continues to struggle with recruitment as we do not have a feeder university in the area.

The county will continue to use community outreach and media to attract qualified individuals; but this remains a struggle.

Once the Departments hires staff, retention continues to be a challenge. Staff typically average two years experience as Social Worker. Despite the training and information provided to new hires, these jobs are stressful and vicarious trauma is a serious consideration that some individuals are just not prepared to experience.

Staff and Provider Training

The Department of Social Services contracts with the Central California Training Academy (CCTA) to provide new Social Workers with the state mandated Core Module

trainings. Staff Development tracks completion of core trainings on an internal Training Database to ensure that all newly hired Social Workers complete Core training within the first two years of employment. In addition the database tracks training hours for all Social Workers in order to comply with the state mandates of (40 hours every 2 years) for ongoing training for Social Workers.

CWS Staff development in collaboration with the regional training academy provides CWS Induction Training. The induction training schedule is designed to support staff

obtaining all necessary information including most of the core Academy courses, within the first 8 weeks of employment as a social worker/practitioner. The Induction training model provides a short initial classroom based training followed by a more hands-on mentor training by week 8 of employment.

Training provided during induction training includes, but is not limited to:

- New Employee Orientation
- Departmental CWS Induction Training
- California State University Fresno (CSUF) Regional Training Academy
- Forensic Interviewing
- Legal Training
- CWS/CMS Training
- Safety Training

Additional training provided to staff includes information related to the California Outcomes and Accountability System, CalWORKs/CWS Linkages Partnership, Alcohol and Other Drugs, Mental Health Issues, ICWA/MultiEthnic Placement Act (MEPA), and SDM.

Santa Barbara CWS maintains a close partnership with the Central California Training Academy for basic and specialized training needs. Given our close working relationship with our Coastal Region Coordinator, the Training Academy is often able to respond to special requests and provide training specifically relevant to SB County CWS.

Additionally, the Training Academy provides a wide range of CWS/CMS training in our CWS/CMS computer-training facility.

In addition to the internal Policy and Procedure trainings, short informational trainings are frequently provided at the monthly Child Welfare Services Regional meetings by CBO's and Contractors. These trainings are for all CWS Staff including Case Aides, Social Worker/Practitioners, Supervisors, and co-located contract staff. Staff is also encouraged to take advantage of other trainings available in the community. Recent examples of training opportunities include Teen Cutting, Drug Endangered Children, and Vicarious Trauma/Self Care.

SB County CWS provides regular Orientations to provide prospective resource parents an overview of CWS and foster parenting. SB County CWS has partnered with local community colleges that provide a Foster Care and Kinship Education Program. Utilizing the Resource Family Approval Curriculum, resource families including relatives/NREFM's receive 9 modules of training covering a broad range of material including the CWS system, working with birth parents, and meeting the developmental needs of youth. In 2009 the "Nuts and Bolts" training was developed as a follow up to the Resource Family pre-service training to better prepare foster parents for their first placement. The training is designed to answer practical questions about being foster parents like school issues, health/medical/developmental, court, working with birth parents, visitation, etc. The Kinship Education Program also maintains a robust schedule of regular training opportunities including the popular Love and Logic series, CPR/First Aide, Parenting the Teenager, and Health/Developmental Issues. Caregivers are also provided opportunities to attend additional training offered within the community. The Foster Parent Recruiter, Kinship Education Program, social workers, and the Foster Parent Newsletter, all provide caregivers with training information. Trainings are available to service providers on a monthly basis.

The local Foster Parent Association also hosts a monthly "Parents in Progress" Group. The Meeting includes training by a guest speaker, free dinner, childcare, and time for connection and support for foster parents.

County-Operated Shelters

Santa Barbara County CWS contracts with Pathways, a private non-profit Foster Family Agency, to provide 15 shelter beds for children 0-18. The shelter beds are provided by several FFA homes certified by Pathways, and are located primarily in the North County Region.

Children experiencing significant emotional and/or behavioral needs that cannot be supported in a traditional shelter care home are placed in emergency shelter at Casa Pacifica, a level 12 RCL in Ventura County. Children placed in shelter at Casa Pacifica are stabilized, assessed, and discharged to an appropriate long term placement that can meet their needs. The shelter census is tracked by CWS administrative professionals who release an updated listing each day to all CWS staff.

Every effort is made to avoid shelter care when possible by placing with a relative/NREFM, or locating an appropriate County Resource Family. It is expected that children will be moved as soon as possible into appropriate least restrictive placements, ideally no later than 7-14 days from date of placement. Shelter care resources are adequate at this time but are continuously monitored by the management team to ensure children are moved quickly and shelter care resources remain available.

County Licensing

In March 2014, CWS implemented the RFA program which changed the way in which relatives and non-relatives are assessed for placement. Caregivers now participate in a comprehensive permanency assessment within the first 90 days of placement which helps determine their suitability for continued placement as well as support, training, and resources they can benefit from. Policies and Procedures have been developed for the RFA program and in February and March 2014, staff was trained on them. Resource Family orientation and training materials have also been revised.

The countywide RFA unit is comprised of one Social Services Supervisor and 5 Social Workers and is also supported by one full time Administrative Office Professional (AOP).

RFA Social Workers are responsible for completing RFA duties including but not limited to, criminal record checks, buildings and grounds inspections, case management, and complaint investigations. Additionally the RFA unit is responsible for all FFH and Relative/NREFM homes until they are converted to RFA homes.

County Adoptions/Permanency Unit

The County Department of Social Services (DSS) is licensed to provide adoption services. Their caseloads are comprised of children in permanency status; meaning adoptions, guardianship or long term foster care. The countywide permanency unit is comprised of one Social Services Supervisor and 6.5 Social Workers as well as supported by one full time Administrative Office Professional (AOP).

Permanency social workers have secondary assignment and responsibility for assisting in development and implementation of the concurrent plan for children in family reunification. Should reunification not be successful the permanency worker is responsible for working with the primary ongoing social worker to determine the most appropriate permanent plan for the child. Following the 366.26 hearing the Permanency social workers is assigned as the primary worker, providing case management, and implementing the court ordered permanent plan to achieve permanency for children.

The Permanency program has partnered with several private adoption agencies including Aspiranet, Kinship Center, and Family Christian Connection Adoptions (FCCA) to utilize Private Adoption Agency Reimbursement Program (PAARP) funds to conduct adoption home studies. By leveraging PAARP funds the adoption program is able to provide additional support to the children and families served, and enhance the ability to achieve timely permanency through adoption.

Referral/Caseload Averages (Calendar Year 2016)¹

Please note that the average number of workers in each of these units is based on total FTEs for the unit and does not reflect vacancy rates when averaging the number of

referrals per worker. Understandably when vacancies arise, the referrals/caseloads handled by the remaining staff increases.

Child Welfare Services Referral Investigations 2016			
Unit	Monthly Referral Average	Social Worker Full Time Equivalents (FTE)	Average Referrals per FTE
Central Intake Unit	442	N/A	N/A
Lompoc AIU	53	3.5	15
Santa Barbara AIU	70	5.0	14
Santa Maria AIU	122	7.5	16

Child Welfare Services Caseloads 2016			
Unit	Cases	Social Worker Full Time Equivalents (FTE)	Average Cases per FTE
Voluntary Family Maintenance	48	2.0	24
Court Services	50	5.0	10
Santa Maria Ongoing	126	5.0	25
Countywide Ongoing	84	4.0	21
Transitional Services	124	5.0	25
Permanency	158	6.5	24

¹ <https://www.safemeasures.org/ca/safemeasures.aspx>

The Probation Department currently has 128 persons who serve as Senior Deputy Probation Officers (DPO) or DPOs. These sworn peace officers serve in a variety of assignments throughout the agency, mostly in the Adult and Juvenile Divisions. They perform a wide variety of duties in the supervision of offenders placed on probation by the

criminal and juvenile courts or released on parole from State facilities, and in the preparation of numerous types of court reports. DPOs are also assigned to programs within the Institutions Division or in personnel assignments.

There are presently 41 Senior DPOs assigned to positions throughout the three operational divisions. Twenty-two of them are assigned to the Adult Division and eight (8) are assigned to the Juvenile Division. Additionally, eight (8) are assigned to the Institutions Division and three (3) are assigned to the Professional Standards Unit.

There are 87 DPOs assigned to positions in the Adult and Juvenile Divisions. Sixty-four of them are assigned to the Adult Division while the remaining 23 are assigned to the Juvenile Division. There are an additional three (3) unfunded positions in these two classifications throughout the Probation Department.

The following indicates current pay ranges for DPOs, from minimum hourly rate, maximum hourly rate, minimum monthly rate, and maximum monthly rate, in that order:

DEP PROBATION OFFICER	29.644; 38.744; 5155; 6738
DEP PROBATION OFFICER SR	31.792; 41.551; 5529; 7226
DEP PROBATION OFFICER SUP	35.450; 46.332; 6165; 8058

Probation Department employees generally remain with the Department for years. Some will pursue careers in other related fields such as State and Federal law enforcement, usually those with less tenure comparatively. Movement between assignments within the Department is common with most Officers gaining experience working with adult and juvenile offenders, in detention facilities, or in specialized programming eventually in their career.

The Probation Department operates a juvenile hall in Santa Maria (SMJH). The facility can accommodate up to 140 detained youth. However, it is currently staffed to house 80 youth. It consists of six separate housing units. Units One and Two comprised the extent of the facility when it was originally built. Unit Three was added in a subsequent remodel of the facility. Units Four, Five, and Six were added in the last remodel and are the three housing areas actively used currently for the detention of youth. Unit Three is used during

times of population increases, special needs, or when youth from a remote camp location need to be housed at the SMJH during times of emergency (such as periodic wildfires). One of the oldest units is currently used as a treatment environment for gender-responsive group counseling for detained females. The SMJH employs 54 sworn DPOs and Juvenile Institutions Officers (JIO) to operate the facility on a 24 hour basis. This includes a manager, supervisors, Senior DPOs, Senior JIOs, and JIOs. In addition, partner agencies provide professional medical, mental health and education services to youth during their period of detention. Youth may be detained at the SMJH for a few hours to several months depending on the circumstances surrounding their detention. The SMJH provides secure detention for those youth awaiting final resolution of their case when they are ordered detained by the Juvenile Court. Youth may also be committed to the SMJH for specific periods. Youth awaiting placement will be detained at the SMJH until they are accepted into a program and can be transported to it. Depending on the type of placement program and its location, youth can remain detained pending placement for several days, a few weeks, and in some cases, one or more months. Youth placed out of State can remain at the SMJH the longest of those awaiting placement because of the interstate compact process between state governments.

There are three DPOs who perform case management and supervision duties for all probation youth in foster care programs. These include those placed in group care programs, with relatives or non-relative caregivers, and those who are non-minor dependents. Cases are generally assigned to them based on the geographic location of the actual placement, specifically, Northern and Southern California, and out-of-state locations. The number of probation youth in placement at any point in time averages between 45 and 50. Their caseload sizes average between 15 and 20.

The DPOs currently assigned to the Placement Unit each possess a Bachelor's Degree in a social sciences field. Each has also attended the placement core course designed specifically for probation agencies. Their tenure in the unit ranges from 1.5 years to four years, and each has experience working with delinquent youth in other assignments. The Placement Unit supervisor also has a Bachelor's Degree and will be attending the placement core course of probation supervisors within the next calendar year. Three of

the assigned Officers are Caucasian. One is Hispanic and bi-lingual (Spanish). Officers usually remain in the Placement Unit for three to five years before being rotated to other assignments.

All DPOs in the Department are required to participate in a minimum of 40 hours of qualified training during each fiscal year to remain compliant with State mandates contained in the Standards of Training for Corrections (STC). Training that is STC eligible may include subjects closely related to an Officer's current assignment (such as report writing for an Investigations Officers) or may be more generalized to the Probation Officer classification (such as gang or drug use trends). Officers assigned to juvenile assignments often have access to training that covers topics such as human trafficking, adolescent brain development, and trauma-informed care, as well as case management, Officer safety, and juvenile court law, among other subjects. Officers assigned to the Placement Unit will also participate in foster care related training when available, especially those designed specifically for a probation audience. Officers are also informed of changes associated with the Continuum of Care Reform on a regular basis through unit meetings, one-on-one interaction, email dissemination of documents and sources of information, and webinars.

Probation case management system information indicates that there were 38 youth in group care on 10-1-16. There were also two (2) in relative or non-relative care, three (3) in non-minor dependency, and another three (3) in transitional housing arrangements. Similarly, there were 32 youth in group care on 1-1-17. There were also two (2) in relative or non-relative care, seven (7) in non-minor dependency, and five (5) in transitional housing arrangements. CWS/CMS information from 10/1/11 indicates a total of 54 youth in foster care including 37 in group or relative care. Another 17 were listed in other categories such as "runaway" or "other." CWS/CMS information from 1/1/12 indicates a total of 58 youth in foster care including 36 in group or relative care. Another 22 were listed in other categories such as "runaway" or "other." The CWS/CMS system tracks information that is not tracked in Probation's case management system. Additionally, data is entered into each system according to different practices and at different times. Therefore, data for any given timeframe may not reflect the most up-to-date information.

In terms of actual group or relative placements, however, the two sources are generally consistent with any variance attributable to any number of data collection or input issues.

There is one Administrative Office Professional (AOP) assigned to the Placement Unit. The duties of that position include screening youth with various placement programs, coordinating with program staff members once a youth is placed, and data entry and management in the Child Welfare Services/Case Management System (CWS/CMS). Other AOPs are assigned placement duties as needs dictate.

During calendar year 2016, the Probation Department disposed of 3,642 referrals from law enforcement agencies. The Department supervised a monthly average of 632 cases over the year including an average of 55 in placement programs and 108 under other forms of supervision. These included community diversion, court ordered diversion, deferred entry of judgment, and probation without wardship.

On 10-1-6 there were 642 youth under some form of probation supervision, including 158 in the 11-15 age range and 311 in the 16-17 range. There were also 173 youth who were 18 or older. A total of 492 youth, or nearly 77 percent were of Hispanic ethnicity. Conversely, 115 youth, or nearly 18 percent were White.

Local Bargaining Units

County Service Employees International Union (SEIU) Local 620 represents clerical and technical classifications including administrative office professionals and Department Business Specialists. Local 721 represents services and eligibility classifications including social workers, probation assistants, and eligibility workers. Deputy Probation Officers (DPO) and Juvenile Institutions Officers (JLO) are represented by the Santa Barbara County Probation Peace Officers Association (PPOA).

Financial Material Resources

Child Welfare Services are funded from a variety of sources, including Title IV-B, Title IV-E of the Social Security Act of 1935, as amended, Title XIX, Title XX and TANF. These

federal funds are matched by the State of California and by local county proceeds of taxes to draw funds for services rendered to eligible children and families.

The chart below indicates the basic allocations available to support program operations:

Net CWS Allocation (Per FY 16-17 EA Budget)

	Federal	State	Realignment	County	Total
Net CWS Allocation (Per FY 16-17 EA Budget):					
Net CWS Basic Plus Premises Dist.					
CWS 2011 Realignment Apportionment			5,724,252		
Title IV-E			(1,887,272)		
Title XIX			(99,368)		
Title IV-B			(72,959)		
SCIAP			(20,357)		
State Block Grant			3,644,296	1,561,841	5,206,136
			70%	30%	
Total Allocation	5,669,620		5,703,895	2,761,279	14,134,794
Other Programs:					
Adoptions	170,666		240,886	529	412,081
SCIAP			20,357		20,357
CWSOIP			111,039		111,039
PSSF	312,096				312,096
STOP			80,956	34,696	115,652
ILP	109,129		117,165		226,294
Emancipated Youth Stipends			8,376		8,376
Foster Parent Training	4,163		5,960		10,123
Kinship/FC-Emergency Fund	2,051		5,431		7,482
HCPFCF	13,334		3,112	1,333	17,779
Child Care MOE - County				8,260	8,260
County Only CWS				10,046	10,046
CCR - RFA & FPRRS	356,053	474,330	346,019	122,148	1,298,550
Post 2011 Realignment	116,856	233,711		116,856	467,422
CSEC	890,850	445,425		445,425	1,781,700
Total Other Programs	1,975,198	1,153,466	939,301	739,292	4,807,257
Total All Funding Allocations	7,644,817	1,153,466	6,643,196	3,500,572	18,942,051
Prevention:					
CAPIT			128,505		128,505
CTF					98,871
CAPC					18,500
CBCAP	21,428				21,428
PSSF	312,096				312,096

The FY16/17 estimated budget includes the following allocations for community-based preventative services: \$312,096 for Promoting Safe and Stable Families (PSSF), \$128,505 for Child Abuse Prevention Intervention and Treatment (CAPIT), and \$18,500 for Community Based Child Abuse Prevention (CBCAP). \$98,871 of the Children's Trust Fund balance was allocated for community-based direct services, and another \$18,500 was allocated to support CAPC activities.

In Santa Barbara County, prevention funds are braided and used for two collaboratives, providing targeted child abuse and neglect prevention services in North and South County. Services include home visiting and therapeutic services as well as case management through Family Resource Centers. Major components of the collaboration are transfer of expertise from clinical /therapeutic providers to family resource and child care staff, as well as increased accessibility of services for families.

Political Jurisdictions Tribes

Santa Ynez Band of Chumash Indians, PO Box 517, Santa Ynez, CA 93460 is the only federally recognized tribe and reservation in the county. County CWS refers all possible ICWA eligible children via letters to the identified Tribe and Bureau of Indian Affairs and records this in CWS/CMS. When the child in question may be Chumash, a phone referral is also made. In the case that a child is or might be eligible Chumash, the Tribe reviews the request and requests CWS assistance when needed. Significantly, the Chumash Tribal Health Clinic is a well-funded facility that offers a wide array of medical, dental, behavioral (AOD and Behavioral Wellness), community health, and nutrition programs for its members.

School Districts & Local Educational Agencies

There are 20 K-12 school districts (over 100 public and 40 private schools) and two community college districts in Santa Barbara County. The following is a listing of the current school districts within the County as well as their approximate enrollment:

- ❖ Ballard School District - Enrollment: 118
- ❖ Blochman Union School District - Enrollment: 835
- ❖ Buellton Union School District - Enrollment: 652
- ❖ Carpinteria Unified School District – Enrollment: 2,308
- ❖ Cold Spring School District - Enrollment: 183
- ❖ College School District - Enrollment: 427
- ❖ Cuyama Joint Unified School District – Enrollment: 240
- ❖ Goleta Union School District - Enrollment: 3,611
- ❖ Guadalupe Union School District - Enrollment: 1,182
- ❖ Hope School District - Enrollment: 989
- ❖ Lompoc Unified School District – Enrollment: 9,810
- ❖ Los Olivos School District - Enrollment: 470
- ❖ Montecito Union School District – Enrollment: 483
- ❖ Orcutt Union School District - Enrollment: 5,087
- ❖ Santa Barbara High School District - Enrollment: 10,598
- ❖ Santa Maria-Bonita School District - Enrollment: 15,049
- ❖ Santa Maria Joint Union High School District - Enrollment: 7,636
- ❖ Santa Ynez Valley Union High School District - Enrollment: 1,018
- ❖ Solvang School District – Enrollment: 619
- ❖ Vista del Mar Union School District - Enrollment: 102

<http://www.sbceo.k12.ca.us/districts/Welcome.html> and <http://www.sbceo.k12.ca.us/schools/private.html>

Community College Districts

- ❖ Allan Hancock Joint Community College- Enrollment: 23,000
- ❖ Santa Barbara City College- Enrollment: 19,331

As a whole, county schools have difficulty meeting the needs of foster and probationary youth. A lack of coordination between the 20 public school districts, and over 150 public and private schools, with differing contacts, policies, procedures, and informational systems (or lack thereof), which continue to create challenges for CWS and Probation in obtaining Individualized Educational Plans (IEPs), Special Education Services, and

academic records for foster youth. According to the California Department of Education Santa Barbara County mirrors the state as a whole with approximately 11% of students receiving special education services. The Foster Youth Services Coordinating Program through the County Education Office and County CWS have formed a partnership working diligently on the issues impacting foster youth related to ensuring educational continuity and success (AB490). Through this partnership, strategies for improving educational outcomes for foster youth continue to be developed and corresponding protocols established to solidify the working relationships between Foster Youth Services and CWS.

FYSCP continues to support social work staff in having ready access to educational providers and records information for all children in foster care and the Independent Living Program youth. Funding for the program has been cut significantly however and resources stretched, resulting in delays in information and reduction of available staff.

<http://www.cde.ca.gov/index.asp>

Law Enforcement Agencies

The following five agencies represent the vast majority of law enforcement efforts in the county:

- City of Guadalupe, Chief Gary Hoving,
4490 10th Street, Guadalupe, CA 93434
- City of Lompoc Police, Chief Pat Walsh,
107 Civic Center Plaza, Lompoc, CA 93436
- City of Santa Barbara Police, Chief Lori Luhnnow,
215 East Figueroa Street, Santa Barbara, CA 93101
- City of Santa Maria Police, Chief Phil Hansen,
111 W. Betteravia Rd., Santa Maria, CA 93454

Santa Barbara County Sheriff, Sheriff Bill Brown,
4434 Calle Real, Santa Barbara, CA 93110

Child Welfare Services and Probation work in collaboration with local law enforcement on several joint ventures. Law enforcement is available to accompany Social Workers and Probation Officers on responses as needed. CWS also has a written agreement with each jurisdiction to assist CWS with “after-hours” responses by utilizing Sheriff’s Dispatch and “on-call” Social Workers. CWS and Probation also participate with law enforcement, and community based organizations (CBOs) as a member of the Sexual Assault Response Team (SART), the Drug Endangered Children (DEC) Committee, and the Santa Barbara Regional Narcotic Enforcement Team (SBRNET).

Cities

There are eight incorporated cities within the county (Santa Maria, Santa Barbara, Lompoc, Goleta, Carpinteria, Guadalupe, and Buellton) and 13 unincorporated communities. The most populous city within the county is Santa Maria with an estimated population of 104,404 persons and Buellton is the most sparsely populated at approximately 4,964 persons. For purposes of child abuse and neglect investigations, the respective law enforcement agencies respond to such requests as jurisdictionally appropriate.

Other County Programs

The County administers local, state, and federal programs to assist eligible needy families and individuals in our community through the Department of Social Services. These programs provide financial and supportive services that strengthen the family unit and promote self-sufficiency.

CalWORKs is California’s version of the federal Temporary Assistance to Needy Families (TANF) program, which was brought about by welfare reform in 1996. Welfare reform ended cash assistance as an entitlement to low-income families, requires work as a condition of welfare payments for most families, and imposes a five-year lifetime limit on welfare benefits for adults. Santa Barbara County delivers inter-agency services through our Workforce Resource Centers to help clients work toward self-sufficiency. Families participating in CalWORKs cannot receive assistance from General Relief, but

may receive assistance from CalFresh (formerly Food Stamps), and are simultaneously enrolled in the Medi-Cal program. In fiscal year 2016-17, the County's Department of Social Services will help an estimated 3,506 Santa Barbara County families make ends meet each month with CalWORKs; 21% are located in South County, 20% are located in Mid-County, and 58% are located in North County.

CalFresh (formerly Food Stamps) CalFresh is a federally-funded program that enables low-income people purchase the food they need for good health. For most households, CalFresh are only part of their food budget; they must spend some of their own cash along with their CalFresh in order to buy enough food for a month. Benefits are funded 100% by the U.S. Department of Agriculture.

Administration costs, for the Federal program, are shared at the following ratio: Federal 50%, State 35% and County 15%. The countywide CalFresh ongoing caseload count in December 2016 was 16,599. This is a 2% increase when compared to November 2016 (16,206 active cases). In a typical month this past fiscal year, we helped 4,500 people with nutrition assistance. Of these, 29% were in South County, 17% in Mid County and 54% in North County.

General Relief is state-mandated, county-funded and county-administered program that provides financial relief to the unemployed and incapacitated who are not eligible to assistance from any other source. The program provides short-term assistance while the recipient seeks other means of support; it is a safety net for the poorest of the poor, an assistance of last resort. In the last fiscal year General Relief assisted an average of 275 individuals each month countywide. Of these, 41% were in South County, 22% in Mid County, and 37% in North County.

Medi-Cal is California's version of the federal Medicaid program. Medi-Cal helps the uninsured in our community receive the medical services they need. Special programs are available to help pregnant women, the terminally ill, those needing long-term care, and the aged, blind, and disabled. On average in 2015, the County will help an estimated 42,495 families with Medi-Cal coverage. Of these 28% are in South County, 18% in Mid County, and 54% in North County.

STATE AND FEDERALLY MANDATED CWS & PROBATION INITIATIVES

CWS has implemented numerous promising practices which contribute to the successful achievement of improving outcomes for children and families in the County of Santa Barbara. Some successes and promising practices include:

Resource Family Approval (RFA)

In regards to RFA, Santa Barbara County was one of the pilot counties to implement the RFA process. Subsequently, we have developed policies and procedures to support the Resource Family Approval process and have done so for the past several years.

Additionally, we have a robust recruitment and retention program which includes the County's initiative, 'Our County our Kids' media branding, resource and outreach in support of youth and families within our county. Our County, Our Kids is an initiative of the Santa Barbara County Department of Social Services that is actively seeking allies to improve the continuum of care for children and families in the Foster Care system. The initiative focuses on building empathy for children, youth and teens who hope to be part of a supportive household while they are separated from their parents. The goal is to ensure that children are placed with quality resource families who are ready to raise them with loving, committed and skilled care and to support their goals and dreams.

Recruitment of resource families is the main focus of activities; however, Our County, Our Kids will also work to ensure that children and youth are supported on the path to reunification with their biological parents whenever possible.

Partnerships with allies are increasing recruitment opportunities and supporting the development of programs to assist resource families and the children in their care. Current allies include faith communities, medical centers, community non-profits, school districts, community colleges and local media. They are helping with outreach efforts, distributing recruitment information and developing ideas for providing practical support. The faith community is soliciting congregational support for children and the resource

families who take them in. Nonprofits are providing beds, high chairs, car seats and other essentials; they have offered assistance with child care and college scholarships. Community colleges are providing pre-service training and continuing education for resource families so that they are prepared to respond to the complicated needs of the children in their care. The Santa Barbara County Foster Parent Association provides mentoring and ongoing support. Local media have worked collaboratively with the initiative to highlight the needs of children and youth in foster care by running feature stories on resource families, adoptive families and former foster youth.

Placement Coordinator

Our County has a placement coordinator who tracks children who are awaiting a permanent home and has up-to-date placement resource lists regarding collateral counties for possible placement opportunities. Additionally the coordinator remains in contact with FFA agencies and sends out weekly emails to CWS staff regarding placement availabilities and opportunities.

Special Placement Populations

Within our County we have limited resources and placements for teenagers, large sibling groups and the LGBTQ+ populations. In response to this need the county has begun targeted recruitment for teenagers in our media outreach as well as within our resource family trainings.

Additionally, our County has partnered with Pacific Pride Foundation for LGBT+ education, support and mental health services for youth and families alike. Significantly, the rising number of sibling groups including large sibling groups of 3 or more is impacting the county's ability to keep them placed together when relative placements are not available. In regards to our county's ability to support and place large sibling groups, during our recruitment process we continue to encourage and educate resource parents on the utility and positive outcomes that are had when siblings are placed together.

Commercially Sexually Exploited Children (CSEC)

Under SB855 (2014), Santa Barbara County has implemented a CSEC Task Force, CSEC Steering Committee and MOU with collateral partners(i.e. Probations, CWS, Public Health, Behavioral Wellness, Juvenile Court, DA/Victim Witness, Law Enforcement, etc.) in an effort to improve services and oversight for youth at risk for or victims of commercial sexual exploitation.

We have a signed protocol in place guiding our process for our CSEC youth and children. Santa Barbara County has initiated a pilot using the West Coast CSE-IT screening tool to be utilized with CWS, Probation, and Behavioral Wellness referrals and/or cases as well as at intake at Noah's Anchorage Youth Shelter.

Additionally, CSEC involved or affected youth may have their cases heard as part of a developing initiative in the Santa Maria Juvenile Court. This initiative includes regular case staffing between partner agencies (as noted above) and specific court calendar times for appearances before the Judge.

Continuous Quality Improvement (CQI)

CWS has adopted the CQI model and it has played a vital role in our work and practice. Santa Barbara has developed a successful CQI system which includes case reviews which helps to identify challenges and strengths in our practice pieces. Staff at all levels engage in discussions regarding data and outcomes and ways to improve practice through the utilizations of actions teams and trainings.

Quality Parenting Initiative (QPI)

The Quality Parenting Initiative (QPI) began in California in 2009 as a collaborative effort with the California Department of Social Services (CDSS), the County Welfare Directors Association of California (CWDA), and the California Youth Law Center to rebrand foster care.

QPI is a methodology to improve foster care by providing caregiver, birth families, and agencies voices in the process. Through the use of formed networks to share information on how to improve parenting, recruit and retain excellent families and develop policies and procedure to support skilled loving parents to ultimately support children and youth. Santa Barbara County has continued to participate in the Quality Parenting Initiative at the local level since September of 2014.

CWS has continued quarterly QPI steering committee meetings comprised of Resource Parents and CWS staff. QPI activities have ramped up and participation in the QPI initiative has expanded to include attending monthly phone calls managed by QPI, in person steering committee and workgroup meetings. Action items around recruitment, retention, communication, and training have been prioritized and workgroups formed to develop strategies.

Safety Organized Practice (SOP)

In 2013, Santa Barbara CWS added the family-centered skills of Safety-Organized Practice (SOP) to improve overall outcomes. SOP combines good social work principles with the Structured Decision Making® (SDM) risk assessment instruments, and approaches families from a trauma-focused perspective. Further, it focuses on fostering families, community engagement, and equitable decision making in developing plans to ensure our youth's safety.

The overview of SOP has been followed with monthly staff training modules for early adopters, and coaching to begin skill building with staff in their work with families. Field based mentors also promote SOP training and tools in their work with both early adopters and new social workers in an effort to begin cascading the SOP philosophy throughout the agency.

Fostering Connections to Success/After 18 Program

In 2012 Santa Barbara County began implementation of AB12/ Extended Foster Care in compliance with the federal law Fostering Connections to Success and Increasing

Adoptions Act of 2008. The California bill extended foster care eligibility to youth in foster care from age of 18 to 21. Training was provided to staff, community partners, Court, CASA staff, youth and caregivers in preparation for implementation. New policies were developed regarding this new area of casework and services. Existing contracts serving emancipated youth were adapted to include services to non minor dependants. In FY 2015/16 there were over 60 youth taking part in extended foster care in Santa Barbara County.

Katie A

Santa Barbara County CWS has continued to engage a variety of stakeholders as part of the Core Practice Model (CPM), working closely with the Children's System of Care and implementation of the requirements associated with the Katie A settlement. Services provided throughout the Children's System of Care are provided in a manner which integrates service planning, delivery, coordination and management among all agencies/systems and persons involved in the child's life in congruence with the values outlined in the Core Practice Model.

Continuum of Care Reform (CCR)

Assembly Bill (AB) 403, amended June 1, 2015, implements Continuum of Care Reform (CCR) recommendations to better serve children and youth in California's Child Welfare Services (CWS) system. The Continuum of Care Reform (CCR) draws together a series of existing and new reforms to child welfare services, probation and mental health programs designed out of an understanding that children who must live apart from their parents have better outcomes when cared for in committed nurturing family homes. The CCR seeks to further improve California's child welfare system and its outcomes by using comprehensive initial child assessments, expanding the use of child and family teams (CFT), increasing the availability of services and supports in home-based family care settings, reducing the use of congregate care placement settings, and creating faster paths to permanency resulting in shorter durations of involvement in the child welfare and juvenile justice systems. CWS implementation efforts of CCR will occur in stages

between now and 2021. In order to meet the challenges of CCR the Department has formed internal and interagency workgroup structures to develop a framework for cross-agency teaming in order to serve children and families. Similarly, the Probation Department is implementing the requirements of CCR in stages, and will focus on the use of relative caregivers and decreasing reliance on group care programs. Further, Placement Officers will focus on returning youth from group care to their homes or lower levels of care when safe to do so and with services in place to support a transition. The Department is exploring recruitment options, work with FFAs, and implementing CFTs. The Department does not have the capacity to dedicate staff resources to CCR implementation exclusively, but instead will have to rely on sworn and non-sworn support staff to collectively implement it.

BOARD OF SUPERVISORS DESIGNATED COMMISSION, BOARD OF BODIES

The BOS-Designated Public Agency

The County of Santa Barbara is governed by the County Board of Supervisors which consists of five members as well as a County Executive Officer (CEO). Each Supervisor is responsible for their assigned regional designated area.

KIDS Network

The KIDS Network, an advisory and coordinating body created by the Board of Supervisors and administratively managed by the County Department of Social Services (DSS), has a fourteen-year history of collaborative planning and program development in Santa Barbara County. Participation is broad-based, including over 60 members from public agencies, law enforcement, education, community-based organizations, school-linked programs and parent groups.

The KIDS Network has been instrumental in establishing the following key initiatives in the County:

- Publishing of the highly regarded Children’s Scorecard to measure well-being trends for children and youth across multiple domains - produced entirely in-house
- Hosting of the Annual Youth Impact Awards to generate community support for youth resiliency and community service
- Promoting cross-sector collaboration by supporting satellite initiatives such as the Santa Barbara County Grants Consortium, the Indigenous Community Support Team and THRIVE Santa Barbara County

The KIDS Network has been designated as the Promoting Safe and Stable Families (PSSF) Collaborative, providing oversight for the allocation and management of PSSF funds. The Children and Adult Network Director serves as director of both the KIDS Network and the Child Abuse Prevention Council, and is also designated as the CAPIT/CBCAP/PSSF liaison. A collaboration of members from both councils and the County Human Services Commission is responsible for allocating CAPIT/CBCAP/PSSF and CTF funds.

Santa Barbara County Child Abuse Prevention Council (CAPC)

The Santa Barbara County Child Abuse Prevention Council is an independent entity under County government with a membership that includes the following groups: Child Welfare Services, Community Action Commission, Public Health Department Maternal Child and Adolescent Health, County Department of Behavioral Wellness, Santa Barbara County Network of Family Resource Centers (Santa Maria, Lompoc, Guadalupe, Santa Ynez Valley, New Cuyama, Santa Barbara, Isla Vista, Carpinteria), First 5 Santa Barbara County, Tri-Counties Regional Center, Community Volunteers, Early Care and Education Providers, Parent Consumers and Child Abuse Prevention and Intervention Agencies. Staffing is provided in-kind by the Department of Social Services through the KIDS Network. The County Board of Supervisors has authorized an annual contribution from the Children’s Trust Fund for public awareness and outreach activities of the CAPC.

The Child Abuse Prevention Council provides education and public awareness activities which include Mandated Reporter and Strengthening Families training, educational activities targeted at Early Care and Education providers, and parent leadership development opportunities such as regional conferences and Parent Cafés. The CAPC collaborates with the Network of Family Resource Centers and the Child Care Planning Council through the Partnership for Strengthening Families and is part of the Coastal Tri-Counties Child Abuse Prevention Coalition.

Coastal Tri-Counties Child Abuse Prevention Coalition

The Santa Barbara County Child Abuse Prevention Council participates in a regional coalition with San Luis Obispo and Ventura Counties. The Coalition meets monthly, either in-person or by conference call, and is currently focused on participation in the Strategies 2.0 Learning Community and implementation of the OCAP Innovative Partnership Grant. The Director of the Santa Barbara County Child Abuse Prevention Council serves as the liaison to the regional coalition. Joint prevention activities have included a parent leadership conference, development of Mandated Reporter resources and cross-county support for Child Abuse Prevention Month activities.

Strengthening Families

Strengthening Families is a research-informed framework for building key protective factors that support families and enable children to thrive. Over the last decade, the Center for the Study of Social Policy has built Strengthening Families into one of the most widely recognized approaches to child abuse and neglect prevention in the country. California's Strengthening Families Initiative began in 2007 and involves government and community partners in more than 40 counties. Implementation includes community-based child abuse prevention programs, early childhood systems, child welfare and home visitation programs.

In Santa Barbara County, Strengthening Families is being integrated into multiple service systems through the Partnership for Strengthening Families. The partnership was formed in 2010 to align the efforts of the Child Abuse Prevention Council and the Child Care

Planning Council around the Protective Factors Framework. In 2011 the partnership was expanded to include the Network of Family Resource Centers. Activities have included shared learning, coordinated prevention efforts and leveraging of resources. An MOU between the three entities formalizes the partnership.

SYSTEMIC FACTORS

Relevant Management Information Systems

The Child Welfare Services/Case Management System (CWS/CMS) is the principal information system for County CWS. Santa Barbara County went “live” in July 1997 using all facets of the application and is considered a “full-utilization” county. All CWS staff is trained in the utilization of CWS/CMS. However given the relative inexperience of our line staff and the multiple demands on their caseloads, the CWS/CMS system continues to present a challenge for ensuring data entry timeliness and integrity. CWS continues to place an emphasis on the utilization of CMS as a case management tool to enhance line staff usage. All supervisors and managers began use of the Safe Measures tool in November of 2005 and continue to utilize the tool regularly to monitor staff responsibilities and performance on various outcome measures. In August 2006, all Social Workers/Practitioners were provided access to their caseload in Safe Measures in order to afford the line staff opportunities to better understand the link between their data entry and the outcome measures as well as to promote self-monitoring of data integrity.

Business Objects

Business Objects (BO) is an Administrative tool that allows data queries to be pulled from the CWS/CMS Application. Data reports are created from BO and assists with ongoing monitoring of SIP strategies and program performance. The interfacing between BO and CWS/CMS is an ongoing challenge giving the outdated nature of CWS/CMS. CDSS continue to work on this to remedy the issues.

SafeMeasures

This program allows social work line staff, supervisors and managers to see compliance measures countywide, within their Region and for their individual units of workers and caseloads. It provides a comprehensive database used to monitor compliance and performance outcomes.

The Operations and Support Division continues to provide oversight regarding data integrity and shares pertinent information with staff to enhance the completion and accuracy of key fields in the CWS/CMS system. Training and new policies/procedures often result as the data integrity issues are identified and strategies to improve accuracy are developed.

In March 2006, CWS implemented the California Structured Decision Making (SDM) tool in an effort to standardize assessments, increase accuracy in identifying safety/risks, and to provide clear directions regarding the decision making process. The use of Structured Decision Making Safety Assessment is monitored monthly in order to promote the consistent use of the tool. With Safe Measures, supervisors, managers and social workers have the ability to review their own caseloads to evaluate whether SDM is being used in the case management process.

Foster Care Eligibility workers have been utilizing the state's CalWIN program to process all foster care and adoption assistance payments since March of 2006. The CalWIN system was not initially designed to accommodate the foster care program and its specific requirements. However, new policies and procedures for Foster Care Eligibility Workers and CWS Social Work staff have been implemented to ensure timeliness and accuracy of corresponding entry of placement information in CWS/CMS, which have been successful.

The Probation Department utilizes the CWS/CMS for placement related information on all of its foster care cases, and has been for the past several years. The information that is recorded in the system is generally limited to the data that is required by Federal and State reporting programs. When possible, staff members enter other data that may be of

use in other respects. The Probation Department utilizes its own pre-existing case management system (Impact) for all probation cases, including those in foster care. The Impact system remains the primary repository for all probation case information. Thus, staff members who work with foster care cases need to enter data into two separate case management systems. The probation case management system is a stand-alone program provided and supported by a private vendor that is not compatible with CWS/CMS. The Department uses the system as required by law to house data pertaining to CSEC involved youth for reporting purposes.

The designated Office of Child Abuse Prevention liaison for the Department of Social Services oversees the community-based contracts funded with CBCAP, CAPIT, PSSF and CTF dollars. In addition to reporting on performance measures developed individually to measure outcomes for families in regards to the services provided, such as The Adult-Adolescent Parenting Inventory (AAPI-2) data, the family resource centers participating in the collaborative use Family Development Matrix data to measure progress for the families. The AAPI-2 is a 40-item questionnaire used to assess the parenting attitudes and child rearing practices of adolescents and adults.

The purpose of the inventory is to determine the degree to which respondents agree or disagree with parenting behaviors and attitudes known to contribute to child abuse and neglect. Supplementary to the performance related data, vendors collect quantitative data, such as numbers of families served, ethnicities, type of service, etc. through excel spreadsheets and provide those semi-annually to the liaison. The liaison aggregates the data and submits the annual update to OCAP.

Court Structure/Relationship

The County's Juvenile Court handles both dependency (CWS) and delinquency (Probation) cases to determine what is in the best interests of the child within the child's family and community. Hearings are regularly held in Santa Maria and Santa Barbara. The dependency court system focuses on the protection of children and providing children with permanency through family reunification, adoption and guardianship,

wherever possible. The delinquency system focuses on the rehabilitation of the child and protection of the community.

The Santa Maria location hears all matters north of Gaviota including the Santa Ynez, Santa Maria, and Lompoc Valleys; whereas Santa Barbara hears all cases south of Gaviota. CWS and Probation cases are heard in the Santa Maria Juvenile Court by the Presiding Superior Court Judge Arthur Garcia and CWS and Probation cases are heard in Santa Barbara Juvenile Court by Judge Jean Dandona.

CWS and Juvenile Court Relationship

Child Welfare Services and Probation are in the continued process of improving the working relationship with the Juvenile Court constituents. Despite CWS contacting Court constituents during this process regarding feedback, very few responded. It remains a key issue to facilitate a better working relationship with the Court through reinstituting regular Brown Bag meetings. Said meetings provide transparency and forum for open communication so that the Court may be apprised of various systemic issues impacting CWS and Probation in delivering services to the client population. The Probation Department has recently resumed having Brown Bag meetings with the Juvenile Court, having completed two in the last few months. These meetings are limited to the Probation Department currently but will involve partner agencies in future meetings. CWS has also recently resumed Brown Bag meetings with the first scheduled to occur in August 2017.

Child Welfare Services and Probation are committed to the education and networking found at the Beyond the Bench conference and therefore routinely facilitate staff to attend the convening to further build knowledge, skills and competency in the Juvenile Court matters.

Santa Barbara County CWS has successfully maintained a Family Drug Treatment Court program since 2009, which has served to increase timely reunification and permanence for children.

FDTC is an intensive program for Child Welfare Services families involved in dependency proceedings, whose primary issues are drug and/or alcohol abuse. Families accepted

into this program receive a high level of case management to include weekly court appearances. Weekly FDTC staffings among stakeholders are held at court to support families work through the three phase program. Successful graduates participate in a graduation ceremony hosted at the court to honor their success and encourage new participants.

Effectiveness of Juvenile Court and CWS regarding:

Use of Continuances: The use of court hearing continuances can influence the effectiveness of the dependency and delinquency court systems. Continuances ultimately delay a child's permanency and reunification alike. In order for the hearing to be considered timely, the following items have to be documented:

- Correct findings and orders
- Required court reports
- Case plans
- Required legal timelines must be followed

CWS is in the ongoing process of working closely with County Counsel to identify ways to address the potentially unnecessary continuances as a way to streamline the process so that timely reunification and permanence for our children and families may be achieved.

Termination of Parental Rights (TPR)

CWS has a unit called, Permanency Unit, which performs the following activities:

- ❖ Assess children for adoptive placements.
- ❖ Completes the pre-assessments required prior to the 366.21/366.22 hearing when a 366.26 is recommended, or any post-PPH when the recommendation is to change the permanent plan.
- ❖ Notices all required parties of the 366.26 Hearing.
- ❖ Updates all parent searches and prepare the Declaration of Due Diligence on any absent parents.
- ❖ Facilitates the transfer of the case to the Adoption or Guardianship program.

Some of the reasons for delaying the TPR Hearing are for unresolved paternity, ICWA issues, and contested hearing by the child's parent(s). Parents have the legal right to contest the TPR Hearing or any other Permanent Plan Hearing.

The Juvenile Court Facilities

The Santa Barbara and Santa Maria Juvenile Courts are adequately spacious buildings with both indoor and outdoor seating for children and their families to utilize. Additionally, they are equipped with children's waiting room with age appropriate activities for those ages 2-12. In addition, there are meeting rooms for counsel and CWS on the premises for interviews and discussions to occur in private. The Santa Barbara court location is adjacent to the Probation Department's juvenile court and field supervision operations, allowing for easy access for families and other court participants. The Santa Maria court location is adjacent to the juvenile hall, which allows the Probation Department to make detained youth readily available there. Appearances in Santa Barbara require scheduled transportations between the sites.

Alternative Dispute Resolution

Currently, family mediation is not being utilized within our Juvenile Court. However, CWS would welcome the use of a neutral, impartial, third party that could aid in facilitating constructive negotiations between parents, counsel, and CWS; to ultimately streamline the judicial process which would result in the reduction of time a youth spends in foster care.

CWS Process for Notification of Hearings

At the time of Detention social workers notice of the date, time, and location of the hearing. In the event that the social worker is unable to provide either in person or telephonic notification, a designated CWS Office Professional mails a written notice of the Detention hearing via first class mail. Cases involving dependent minors are reviewed in the court system as they move through the legal process. If the parties are present at the Detention hearing and waive notice the court provides notice on Jurisdictional and Dispositional hearings. However, if the parties are not present or do not waive notice then

a designated CWS Office Professional provides written notice of Jurisdictional and Dispositional hearings via first class mail. After the Dispositional hearing the 6, 12 and 18-month review hearings are typically scheduled in advance. 3-Month Interim Review hearings are occasionally utilized to assess the appropriateness of reunification and to provide the court with updates regarding case plan compliance and case specific matters such as engagement in visitation.

A designated a CWS Office Professional provides notification of hearings on all routine noticing. 366.26 notices are tracked and completed by an identified CWS Office Professional who utilizes a combination of CWS/CMS and a spreadsheet to guide and track timeframes for noticing. Timely 366.26 noticing has been a focus area for SB CWS as improper and late noticing were notably resulting in court continuances. In evaluating the process for 366.26 noticing it was determined that incorrect or absent contact information was a factor. To address this and ensure timely notification an emphasis has been placed on ensuring that Due Diligence are initiated in a timely manner and a spreadsheet was developed to track timeframes.

ICWA noticing is completed 15 days prior to the Disposition hearing by a designated CWS Office Professional. The Office Professional will continue to notice all tribes until such time that the court making a finding on ICWA; all response letters have been received, or until 60 days after notice is sent without a tribal response.

Additionally, Office Professional Supervisors and their Division Mangers are working closely with staff to ensure timely notification on hearings. Probation Officers will inquire with families regarding applicability and advise the Court when there is an affirmative response. ICWA requirements for delinquency cases don't extend as they do in dependency cases.

Juvenile offenders and their parents are noticed of hearings by certified mail from the Superior Court or from a member of the Probation Department depending on the status of the case. Generally the Probation Department will advise parents and other parties about a hearing for an offender who is detained. For youth who are arrested but subsequently released pending a detention hearing, the youth and parent will sign a Promise to

Appear form for future hearings. Personal service may be pursued if mail or telephone contact has been unsuccessful. When juveniles and their parents attend calendared hearings they are advised then of any subsequent hearings. The same general practice is followed for all probation cases including those in foster care.

Process for Parent-Child-Youth Participation in Case Planning

SB Child Welfare Services employs a strengths based, family centered, needs driven, solution oriented and culturally competent approach to case planning. The use of Team Decision Making (TDM) Meetings and Child and Family Team (CFT) Meetings provide a forum in which the family and community partners assists in increasing knowledge about a family to develop an appropriate case plan. Community partners to include Public Health, probation officers, parole officers, alcohol and drug treatment providers, teachers/principals, health care professionals, Tri County Regional staff, mental health professionals, Safe Care professionals, and attorneys are among those invited and frequently attend. SB Child Welfare Services utilizes translation service whenever appropriate to ensure cultural competency and the engagement of our non English speaking clients, which are largely Spanish and Mixteco populations. In particular they use of Oaxacan and Mixteco interpreters has increased during the review in line with an increase of CWS contact with these cultures. Moreover, court reports and case plans are provided in Spanish as needed.

The goal of SB Child Welfare Services is to provide the least intrusive intervention to meet the needs of the family while ensuring safety and mitigating risk factors. The emphasis for case plans is on family engagement and attending to safety and risk factors. Structured Decision Making tools are used to guide the assessment of safety and risk factors. The Structured Decision Making Family Strengths and Needs Assessment are used to guide the development of case plans in collaboration with the family. Identifying the unique strengths of a family, outlining the challenges and brainstorming ideas to develop a plan assist in the timely ability to reunify and end cases at the soonest and safest time.

When TDMs are not held for case planning, Social Workers confer with parents, children, and service providers in case planning activities discussing risks, strengths, needs, services, and available resources. Children, depending on age, are also involved in the case planning process and are generally required to attend Court. SB County has private attorneys who are contracted with the State to represent children in dependency hearings. The attorneys are very involved with the cases and have regular contact with both the children they represent and the social worker via email, telephone, and their investigator regarding case concerns and progress. Case plans are developed with the goal of meeting the unique needs of the family and are reviewed with the family on a minimum of a monthly basis.

SB Child Welfare Services believes that children deserve to grow up in their family of origin with their parents whenever it is safe and appropriate to do so. In the event that a child cannot safely be maintained in the home every effort is made to identify family and non related family members as potential placement resources. SB Child Welfare Service and the Probation Department, utilize a Home Connection Finder to assist in the identification of family and non related family members in the life of the child. Target populations for CWS served by the HCF include children entering care, as well as children placed in group homes and youth emancipating from care. For probation cases, this may be during the initial stages of a case or whenever placement is considered. Not all cases are referred to Home Connection Finders as Probation Officers often exhaust possibilities during the course of investigating the case circumstances. When a child is put into protective custody efforts are made to obtain the name of a relative or non-related extended family member as a resource. This resource is explored and placement approval is made when possible. Families and prospective foster parents are encouraged to attend Team Decision-Making meetings, consider being a foster care placement, and consider adoption as a concurrent plan.

Santa Barbara County Child Welfare Services and Probation recognizes the importance of youth participation in case planning and engagement in ILP and transitional services. Training regarding ILP focuses on completion of the TILP and the requirement of collaboration between the youth and the social worker/probation officer. The

individualized nature of the TILP is stressed as a “working document” that will be reviewed both on an ongoing basis during monthly face to face visits or THPP meetings, as well during emancipation/transition conferences. An additional training on ILP is calendared for the coming month which will serve to ensure depth of knowledge on ILP, the TILP assessment and the implementation of AB 12.

Santa Barbara County CWS staff has used CMS to generate case plans since July 1997. Case plans are written by the majority of our social worker/practitioner staff and utilize the Structured Decision Making’s Family Strengths and Needs Assessment to target focused intervention services. The majority of case plans are completed in conjunction with the court report for the upcoming Family Maintenance, Family Reunification, or Permanent Planning court hearings and correspond to the mandatory judicial reviews. Case plans that are not prompted by the need for judicial review for updates include the initial (60 day) case plan, family preservation case plans, and guardianship services only cases. In these instances, the reminder section in CWS/CMS and Safe Measures are utilized to assist staff in maintaining current case plans for all clients.

Safe Measures indicates that SB County CWS compliance in approved case plans has been fairly consistent due to our efforts to improve data integrity and the use of Safe Measures to monitor our compliance. An analysis of the information reveals that Case Plans are typically developed in a timely manner, as they are routinely filed in Juvenile Court with the corresponding court reports within the legally mandated time frames. Throughout 2016, Safe Measures reflected a range from 87% to 90.7% compliance rate for case plans. This shows that there is room for improvement in both case plans being completed and approved by supervisors in a timely manner.

The assigned DPO is responsible for preparing a case plan for any Probation youth entering foster care. The plans are completed in accordance with Federal and State requirements, i.e., every six months minimally). They are formulated with input from the youth involved and the parent or guardian, and other persons with involvement in the case, such as educators and treatment providers. They are completed in a format approved of by the Chief Probation Officers of California (CPOC) and which contain all

necessary language regarding out-of-home removal. Case plans for foster youth are included with disposition reports. They are prepared by Officers in the the Court Services Unit initially, and then updated as described by the assigned Placement Officer when in foster care.

CWS is in the continued process of engaging parents in the case plan process from the onset of cases through the use of TDM's and consistent communication. Barriers to success in this area have historically been the parents unavailability/unwillingness to participate and the Social Workers shifting from drafting service based case plans to behaviorally based ones. Through continued training and exposure the Department is continuing to make strides to improve in his area.

It is a Child Welfare Services standard that the Social Worker will review monthly the progress the family has made with their case plan. The Social Worker will consider family strengths and needs, and safety and risk elements that pertain to the family's current circumstance. At a minimum of every six months a Family Strengths and Needs Reassessment is completed, and the case plan is updated in collaboration with the Social Worker, the defined team and the family.

Concurrent Planning

The Permanency Unit is responsible for managing all cases post a Welfare and Institutions Code (WIC) 366.26 hearing in order to continue to emphasize seeking permanence through adoptions or guardianship for all youth, regardless of age. Concurrent planning tasks are assigned to the primary assigned worker. The permanency social workers have secondary assignment and responsibility for assisting in development and implementation of the concurrent plan for children. In 2016, CWS finalized adoption on 109 children.

To enhance the concurrent planning process and the identification of possible connections for children in foster care, CWS sought Child Welfare System Outcome Improvement Project (CWSOIP) funds in 2005/2006 to implement a program referred to as the Home Connection Finders. In an effort to maximize early identification and

location of relatives for possible placements CWS initiated and has maintained a contract with the Community Action Commission to provide family finding services called “home connection finders”. This service seeks out relatives and connections for children in CWS and Probation care with the goal of providing relative placements, long- term connections, and permanency for the children. The information obtained through contact with biological families, non-related extended family members, and the youth is provided to the primary assigned caseworker/probation officer for follow up or referral to the Social Worker and Licensing/Relative Approval Unit. The project has been very successful in identifying connections for CWS and Probation youth and is reflected in that currently 37.5% of SB County’s children are in relative or non-related extended family placements.

Foster Adoptive Parent Licensing, Recruitment and Retention

In March 2014, CWS implemented the RFA program which changed the way in which relatives and non-relatives are assessed for placement. Caregivers now participate in a comprehensive permanency assessment within the first 90 days of placement which helps determine their suitability for continued placement as well as support, training, and resources they can benefit from. Policies and Procedures have been developed for the RFA program and in February and March 2014, staff was trained on them.

Resource Family orientation and training materials have also been revised. CWS continues to contract with a resource parents with a focus on support and retention for existing caregivers including relatives/NREFMs which began in July 2014.

The countywide RFA unit is comprised of one Social Services Supervisor and 5 Social Workers and is also supported by one full time Administrative Office Professional (AOP). RFA Social Workers are responsible for completing RFA duties including but not limited to, criminal record checks, buildings and grounds inspections, case management, and complaint investigations. Additionally the RFA unit is responsible for all FFH and Relative/NREFM homes until they are converted to RFA homes.

In 2016, 36 new unmatched resource families were recruited. There are approximately 140 approved resource family homes, 24 foster family homes, and 35 Relative/Non Related Extended Family Member homes currently under the supervision of the County.

This unit works closely with the CWS Resource Family Recruitment, Retention, and Support Program as well as the QPI Network in an effort to continuously improve the program. All potential resource parents attend an Orientation conducted by a County RFA Worker. The RFA training curriculum is offered on an ongoing basis in collaboration with the community colleges as well as related courses through the foster kinship care education program.

The Foster Parent Recruiter provides a concentrated effort on expanding and retaining the pool of available foster parents. Due to the large numbers of adoptions that occur by foster parents there is a great deal of attrition in foster family homes as the majority are interested in adoption and tend to give up their approval following adoption. Given the limited resources currently, recruitment efforts have been more generalized focusing on increasing the total pool of available placements. The Foster Parent Recruiter also serves as a liaison between the Department and resource families to assist in supporting their needs and improving retention.

Child Welfare Services continuously works to improve the recruitment of foster families. Recruitment strategies include the use of a recruitment line to ensure contact with the licensing recruitment as well as to provide recorded information about upcoming orientations and events. CWS has utilized the assistance of a media branding company to revitalize our media pages and assist with outreach. Additionally CWS continues to use public service announcements, community events, foster parent appreciation events, newspaper articles, advertising, and other media opportunities to publicize the need for more resource families.

Child Welfare Services supports and works to retain existing foster/resource parents in a variety of ways. A Foster Parent Newsletter is distributed to current caregivers, as well as a monthly listing of classes, workshops, activities and other available resources to support their efforts. Additionally a variety of appreciation activities are coordinated throughout the year including an annual foster parent appreciation event in the spring and a holiday activities in December. Both activities are open to all resource families and their children. Additionally CWS partners with both faith based and community based

organizations to provide free opportunities for foster parents and children to participate in enriching activities such as horseback riding, plane rides, sports opportunities, camps, and art and music events.

The Probation Department will work with the CWS Foster Care Recruiter to discern possible methods for engaging and recruiting a youth's relatives to act as resource caregivers. It is anticipated that most resource homes from probation youth will be formed through the involvement of relative caregivers and others with an established positive relationship with a youth. Relative resource homes are viewed as the most likely alternative foster care setting to group care for probation youth.

In addition to County CWS efforts to recruit foster parents, CWS has continued to support the expansion of Foster Family Agencies (FFA) in Santa Barbara County to bolster the availability of new resource homes. County CWS has currently established contracts with a local FFA to provide shelter care in the North and West County regions.

The Helping Others in Parenting Environments (HOPE) program provides supportive time limit therapeutic services to substitute care providers as a means to both provide support for foster parents and enhance the stability of youth in placement. Hope services are provided by CALM in the Santa Barbara and Lompoc and Santa Maria Youth and Family Services in Santa Maria and is funded by County Alcohol, Drug, and Mental Health Services.

The Probation Department will engage FFAs as well to determine the role they may play in providing resource homes. Most FFAs work almost exclusively with younger, dependent youth, and if they have experience with providing services to delinquent youth it is usually limited. Nonetheless, the Probation Department will explore options with FFAs for establishing resource homes with them or considering intensive programming for youth with greater needs.

Placement Resources

Placement resources continue to be one of the biggest challenges for Santa Barbara County CWS and are a top priority. Significantly the number of sibling groups, including large sibling groups of 3 or more, are impacting the county's ability to keep them placed

together when relative placements are not available. SB County continues to place with relatives whenever possible and to maintain siblings groups despite the lack of available placements

Additionally, SB County continues to face challenges in placing children with significant emotional and behavioral needs as well as adolescents. These children are considered “hard-to-place” and have historically been placed in group home placements. The SB163 Wraparound program was implemented in May of 2007, as a means of mitigating the need for group home placements. The program targets youth either currently in high level group home placement (Rate Class Level 10-14) or at risk of such placement, and allows counties to utilize the fiscal resources that would have been required to pay for these placements flexibly to support the youth in remaining at home or in a foster/relative home with wraparound services.

Currently, for CWS, 22 children are in group home placements with only 26.5% of those children being placed in Santa Barbara County. Of those youth in group home placements, 50 (95.5%) are between the ages of 11-18, 9 of the youth (4.5 %) are between the ages of 6-10: these numbers represent a tremendous decrease in group home placements as we are in the continued process of transitioning these youth into lower levels of care.

The Probation Department has utilized SB163 Wraparound services for many juvenile offenders since the program’s inception and currently considers that program for any case where placement is a possibility (at risk of removal to a RCL 10 or higher program). While the program hasn’t been successful with all offenders referred to it, it has been highly impactful for a number of youth and their families and has prevented removal to foster care. A number of youth have participated in the program more than once. Additionally, the Probation Department has used the program as a means to return youth from group homes to either a relative caregiver or to their own home. There are some program limitations on how this may be used, but it has proven to be a valuable resource in transitioning certain youth back to their communities. Probation cases routinely account for more than half of all SB163 Wraparound program slots. The Probation Department views the program as playing an important role in negating the need for

placement, and it will be pursued in most cases before placement is authorized. In past years, Wraparound services would be terminated whenever a youth was detained. However, in more recent years, the Wraparound team has established a protocol that allows for services to continue uninterrupted when a youth is detained for what is anticipated to be a brief period, usually a matter of a couple of weeks. Creative use of funding allows for this important service to be maintained for youth and families who otherwise would have services stopped.

Probation youth continue to be placed in either group care or with relative or non-relative caregivers. Specialized foster care programs that can adequately address juvenile offenders do not presently exist although there is evidence to suggest the use of them may be especially impactful. There are not foster homes for delinquent youth currently as well. Many probation youth may benefit from a foster home environment, but, because of the unavailability of them, they are instead placed in group care, often out of the local area. The development of specialized programs involves other agencies and requires funding issues to be addressed. Additionally, recruiting willing foster parents is a challenge.

The Inter-Agency Policy Council (IAPC), which serves as the executive oversight committee for SB163 Wraparound approved the expansion of the program from 18 to the full 25 State approved slots in 2009. The lack of placement resources for higher needs children continues to be a great concern, and there are few placements available that are willing to accept such children even with the support of SB163 wraparound services. Additionally Santa Barbara County lacks the Intensive Treatment Foster Care program that many other Counties have successfully implemented and as a result does not have the necessary continuum of appropriate least restrictive placements to support the needs of the children in our County.

County CWS utilizes a supportive function for identifying/locating placement matches for children entering or moving within the foster care system. The Placement Search Assistant (PSA) role was developed and is a service provided to the children via a contract with Community Action Commission. The PSA assists social work staff in

identifying a possible placement match for a child by communicating with potential caregivers in the placement search process. The PSA contract is funded through CWSOIP dollars.

In an effort to serve children who could be diverted from out of home placement, SB County CWS continues to maximize the use of staff that provide Voluntary Family Maintenance services. The Countywide Family Services Unit is centralized and comprised of 3 CWS social workers providing Voluntary Family Maintenance Services.

Quality Assurance System

The CAPIT/CBCAP/PSSF liaison to OCAP is the KIDS Network Manager, who is responsible for collecting, compiling, and analyzing data and meeting all due dates for reporting to OCAP. Programs supported by the OCAP funds include prevention programs, time-limited family reunification programs and programs offering adoption promotion and support services.

Prevention funding is allocated to specific contractors through a competitive process, and the KIDS Network Manager takes a lead role in writing the Request for Proposals (RFP), facilitates the evaluation of proposals and works with fiscal staff to make decisions about specific allocations. Prevention funding is braided together to streamline and simplify the RFP process. Funding sources for prevention include CBCAP, CAPIT, Children's Trust Fund and two categories of PSSF (Family Preservation & Family Support). The RFP is written and contracts are awarded so that funded services and target populations meet the requirements of funding sources. Contracts may include multiple funding sources; however, service providers are not required to track participation rates by funding source. The county uses a formula to calculate participation rates for each provider for each funding source after service counts have been received.

Under the Department of Social Services contracting rules, each contract contains a detailed "statement of work" which includes services to be provided, anticipated service counts, outcomes to be achieved through the services, as well as reporting requirements for the contractor. The reporting requirements for CAPIT / CBCAP / PSSF programs

reflect the requirements of state ETO reporting. For each service activity, contractors submit an activity description, the amount of OCAP funding and other funding that supports the activity, languages in which the service was delivered, unduplicated counts for children and parents/caregivers with and without disabilities, activity outcomes and methods of outcome measurement, assessment tools utilized and a participant success story. For the overall contract, providers report the unduplicated number of children/families served during the reporting period, a description of outreach efforts, evidence of culturally competent and culturally relevant programs and activities, and a summary of parent engagement and/or leadership opportunities, including incentives that were provided. Contractors use the ETO form to submit data but do not enter data directly. The County liaison compiles data for each service activity and enters data into ETO. In addition to participation data, prevention contractors submit a program summary and evaluation reports that include the Family Development Matrix outcomes, Consumer Satisfaction Surveys, and other assessment results that show the efficacy of services provided.

PSSF Adoption Promotion and Support and Time -Limited Family Reunification funds are handled in collaboration with the responsible CWS program manager.

Oversight of funded partners is provided by the County liaison in coordination with CWS management-level staff and program leads. Staff members use the scope of work agreement as a guideline for program monitoring. Program monitoring activities include reviewing quarterly invoices, attending contractor / subcontractor meetings, conducting site visits and reviewing semi-annual data reports. The Department of Social Services fiscal division maintains complete financial records for all CAPIT / CBCAP / PSSF costs and operating expenses and provides staff support as needed. Contractors are required to submit detailed back-up information with each invoice to ensure that service providers are expending funds on allowable services. Service providers who receive CAPIT funding are required to include the ten percent cash or in-kind match on their invoices. The County uses ten percent of the total CAPIT and CBCAP allocations for administrative costs.

In addition to program monitoring activities, the liaison communicates regularly with providers and offers technical assistance as needed. Contractors/vendors are notified via e-mail communication of any concerns or issues that arise based on site visits or the semi-annual progress reports. Contractors/vendors are provided with a deadline by which to respond with comments or corrective action. The liaison notifies providers in writing once all issues have been resolved.

There have been no issues of non-compliance with current providers. However in the case of non-compliance, the liaison does have the ability to terminate a contract after written notifications have been ignored, following the department's contracting guidelines for non-compliance. This is a formal process that would be executed under the guidance of the department's contracting unit. The liaison does review any corrective action that has been requested either through documentation or through a site visit before issuing approval for the final report. Each provider is required to utilize client satisfaction questionnaires to all families served. Client satisfaction data is submitted in aggregate to the County liaison.

The cost of sending County liaison to meetings, conferences and training events are covered as in-kind contributions by the Department of Social Services, and/or from funds from the County Children's Trust Fund. County Children's Trust Fund moneys are used to pay for training scholarships, tuition and meeting stipends for parents and parent/consumers, and when appropriate, for community volunteers.

The Social Services Operations and Support (OPS) Division is tasked with supporting a continual quality assurance monitoring system within the CWS branch, providing a unifying business approach to the three regional CWS offices, and support the development of policy/programs for outcome improvement. CWS/CMS data integrity remains a priority issue to ensure accuracy in our data management system and confidence that reports generated are providing an accurate account of our performance. The Social Services Operations Division meets monthly to discuss data elements to support a more comprehensive understanding of the quantitative picture provided by the data. The OPS division is responsible for maintaining the CWS report card which tracks a

number of statistical elements in relation to referrals and caseloads. The OPS division is also charged with monitoring the Department's Key Performance Indicators on a quarterly basis: Timely in-person response to immediate referral investigations, timely monthly face to face visits for children in open cases, and timely processing for all new foster care intake applications.

In addition, regional information is gathered, analyzed, and presented in various reports/formats to support the decision-making of the Department's Executive Officers Team, the CWS Team, and CWS Operations Group (CWS OPS). The CWS "Team" meets monthly to confer over policy, outcomes, major program redesign/restructuring, and quality assurance issues. CWS Team is comprised of executive, managerial, supervisory, and analytic/administrative support. CWS OPS is comprised of managers and supervisors who meet and confer monthly for implementation of procedural changes, standardization of practices, and updates on operational functioning of the various units countywide. Supervisors, managers, and Department Business Specialists are then charged with writing Policies and Procedures to ensure countywide uniformity in the delivery of services and the corresponding data entry components. These Policies and Procedures are then presented at CWS Regional meetings and reviewed by each Supervisor in unit meetings. Training is provided by unit supervisors, Department Business Specialists, and/or staff development for the more complex Policies and Procedures.

There are also multiple other quality assurance measures in place to support the integrity of the work being performed by County CWS staff and those community partners with whom we contract to provide direct services to children and families. Contract monitoring and analysis of efficacy is a key element. Team Decision-Making Meetings are tracked and monitored to ensure they are utilized as intended and to provide outcome information. The County Shelter Census Database is updated daily and closely monitored to ensure availability as well as track trends in the use of emergency shelter care. The Recruitment Database tracks county foster homes from first contact through licensing and is used to inform decisions about recruitment and the licensing process. The Foster Family Home Database is used by the foster care recruiter, licensing, as well as the

placement search assistant and adoptions to track information on and find available foster homes. The ICWA Matrix Database is used to track Children who may be ICWA eligible from detention through the completed ICWA finding date or enrollment. Full utilization of Safe Measures allows managers, supervisors and case-carrying Social Workers to monitor case information and track individual, unit, and department wide outcomes.

Due to the comparatively few probation youth in foster care, the Probation Department is able to address Quality Assurance needs informally at the unit level. The Juvenile Division Manager, Placement SPO, and Placement DPOs are tasked with remaining current with Federal and State requirements concerning foster care, and incorporating any new regulatory or legal requirements into existing policies. Those persons respond to inquiries from CWS and the Juvenile Court regarding foster care related issues as they might pertain to probation cases. The Placement Unit (manager, supervisor, DPOs, Probation Assistant, and support staff) meet periodically to review practices and modify them as needed. The Probation Department also receives ACLs, ACINs, and CFLs from the CDSS and regularly reviews them for applicability to probation youth. When applicable the Department will coordinate efforts to comply with requirements contained or referenced in them. Further, members of the Chief Probation Officers of California (CPOC) routinely provide foster care related information to county probation agencies through its membership. In addition to disseminating the information, CPOC provides guidance, analysis, and references regarding a topic. They will also include information from other counties on their respective practices. Additionally, the Probation Department will receive information from UC Davis's Resource Center for Family-Focused Practice regarding foster care matters that pertain to probation.

The Probation Department utilizes an internal review and approval process for cases where placement into foster care is the anticipated recommendation. Officers who perform court investigations, and in some cases supervision officers, are required to discuss with their immediate supervisor any recommendation for placement in foster care. If the recommendation for placement is supported by the SPO and subsequently the Manager, the case is presented at Placement Review Committee (PRC). The PRC

is scheduled to meet on a weekly basis and considers recommendations for foster care placement exclusively. The PRC consist of the Probation Department representatives and members of partner agencies such as Behavioral Wellness, the County Education Officer, and CWS. The PRC will affirm the recommendation of the assigned officer, discuss alternatives to the proposed recommendation, or disapprove the recommendation. The PRC process helps to insure only those cases truly in need of foster care services are recommended for placement and will focus on youth being considered for group care, specifically those entering in to a STRTP. Placement with relatives and non-relatives may not necessarily be discussed at PRC.

Service Array

Listed in this section are the current services, programs and activities provided by the public, private profit and nonprofit organizations that support the mission of prevention, Child Welfare Services, and Probation. The following funding streams are used to support and strengthen the service array in the community for the prevention of child abuse and neglect, as well as for children and families receiving Child Welfare and Probation services:

Home Connection Finders (HCF)

The purpose of this program is to identify and locate relatives and or non-related extended family members for the purpose of identifying potential placement for the children that have been detained and or in need of a connection with a significant adult in their lives. This program is currently being provided by Community Action Commission and services the entire county.

PSSF Adoption Promotion and Support

PSSF adoption promotion and support funds are used to assess and prepare families for adoption as well as to contribute to the success of adoptive placements by funding services to children and adoptive families both pre and post adoption . Currently PSSF funds are utilized to fund pre and post-adoptive therapeutic services, scholarships to attend summer camp and recreational activities for children to aid in social/emotional

development and provide respite for families, as well as other resources and supports that will aid permanent placement for adoptive families and their children. Services are provided throughout the county.

In regards to Kinship Care, the County does not have a Kinship Center. However, there is one located in San Luis Obispo County that is accessible to our clients. Within the County, CWS works closely with the Community colleges for educational and therapeutic support. Additionally there are support groups peppered throughout the county specifically addressing kinship issues.

PSSF Time-Limited Family Reunification Services

Family reunification funds are utilized by Santa Barbara County Child Welfare Services to cover cost for services that aid the reunification process within the required 15-month period. Such services include individual, group, and family counseling; inpatient, residential, or outpatient substance abuse treatment services; mental health services; assistance to address domestic violence; services designed to provide temporary child care and therapeutic services for families, including crisis nurseries; and transportation to or from any of the services and activities described in this subparagraph. Currently, the majority of PSSF-TLFR funds are utilized to fund contracts for substance abuse treatment, with Good Samaritan and Coast Valley serving the Northern Region, and the Council on Alcoholism and Drug Abuse (CADA) serving the Southern region.

CAPIT/CBCAP/CTF/ PSSF Family Support and Family Preservation

These funding streams have been braided and are used to support services to families at risk of abuse and neglect such as:

- Home visiting programs (Incredible Years and Healthy Families America)
- Parent-Child Interaction Therapy (PCIT)
- Post-partum depression counseling
- Case Management
- Trauma-focused Cognitive Behavioral Therapy (CBT)

- Parenting and life skills classes (Nurturing Parenting, Incredible Years, Supporting Father Involvement, Healthy Relationships)
- Parent Leadership development programs

Clinical providers have teamed up with the family resource centers to increase accessibility for these services. The goal of the centers is to provide family –centered and strength-based services that strengthen protective factors to buffer children from toxic stress and reduce the incidence of abuse and neglect. Services are delivered to at-risk individuals and families throughout the county and include outreach, assessment, case-management, information and referrals, parent education and counseling.

The Centers include bilingual/bicultural staff members who live in the community and provide coordinated case management services. The focus is to assist children, individuals and their families towards self-sufficiency. Services are offered county-wide, with offices in Carpinteria, Santa Barbara, Lompoc, Santa Maria, Solvang, and more remote areas such as Cuyama, and Guadalupe. Services are provided on a sliding scale or at no cost, thanks to individuals, foundations, businesses and corporations. In addition, both the provider agencies and the Family Resource Centers work closely with Tri-Counties Regional Center and Alpha Resource Center, two agencies that provide services for children with disabilities and their relatives.

Particular efforts are being made to outreach to the Mixteco population, and family resource centers work in collaboration with Santa Barbara Promotores - outreach workers recruited from within the community who share information through a traditional social network.

Prevention funding is further coordinated with other funding supporting the Family Resource Centers. Santa Barbara County has a network of active Family Resource Centers that provide services across the County. Both First 5 funding and prevention funding services utilize the Family Development Matrix for shared data collection and case managing of all Family Resource Center clients. The Family Development Matrix allows an agency to work from strengths, rather than a “deficit” model, documenting where a family is thriving as well as where it needs support and allowing those using it to

identify strengths from which to start addressing needs. It also combines both a process that encourages skill building in a program participant, and the development of outcomes that enable the measuring of family progress and facilitates family ownership of their efforts. In addition, it provides a powerful “data set” for needs assessment, program planning and evaluation and soliciting of funds for future work.

The Child Abuse Prevention Council coordinates closely with the Family Resource Center Network for joint activities, such as child abuse prevention education, case management and outreach to early care and education providers. Both networks are actively engaged in the community self assessment and prevention funding allocation.

The Child Abuse Prevention Council has been actively engaged in developing parent leadership within agencies and on behalf of the Child Abuse Prevention Council. Santa Barbara parent leaders provide peer-to-peer education primarily to Spanish speaking mono-lingual parents.

The Child Abuse Prevention Council also provides training and outreach events either in collaboration with their partners in San Luis Obispo and Ventura Counties or with other entities within the County:

- Parent Leadership Development– Leaders for Change training included parents from all regions of the county except Cuyama; Parent Cafés have been held in Santa Barbara, Santa Maria and Lompoc
- Child Abuse Prevention Academies in North and South County – 3-hour trainings including information on Mandated Reporting, Strengthening Families and Child Trauma targeted to students and the community in collaboration with Allan Hancock and Santa Barbara City College
- Mandated Reporter and Protective Factors Training – year-round, including various disciplines and professional groups, including K-12 educators, early childhood professionals, clergy, medical staff and youth leaders
- Regional Convening for Child Abuse and Neglect Prevention – Being planned with regional partners in San Luis Obispo and Ventura through the OCAP Innovative Partnership Grant.

- Countywide screening of the documentary film “Resilience” with panel discussions to engage cross-sector partners

Prevention and Intervention Resources

Many of the services listed below are low or no cost services that provide community oriented, culturally sensitive, strength-based, individualized services for children and adolescents with complex and enduring multi-system needs.

Child Abuse Listening & Mediation (CALM) provides services throughout Santa Barbara County. Many programs have a waiting list. The following are programs offered by CALM:

Child Abuse Assessment and Treatment Program serves children and their families to help them heal from the devastating effects of physical, emotional, and sexual abuse. Individual, group and family therapy are offered in a culturally sensitive environment.

Family Violence Counseling is offered to children and teens who have witnessed domestic violence. Parents who are victims of domestic violence are also eligible for services. Family, individual and group therapy are available. Groups are in cycles of 13 sessions.

Parent-Child Interaction Therapy (PCIT) is an empirically-supported treatment for young children (2-7 yrs old) that place emphasis on improving the quality of the parent-child relationship and changing parent-child interaction patterns. In PCIT, parents are taught specific skills to establish a nurturing and secure relationship with their child while increasing their child’s pro-social behavior and decreasing negative behavior. The program helps children between the ages of 2-7 who have behavioral issues and/or where bonding and attachment need to be addressed.

Parent Partners is a program provided by the Good Samaritan. It is a unique service where Parent Partners are birth parents who have been involved with CWS and successfully reunified with their children. As a result they possess a unique perspective

and are able to provide educational and support as to how to navigate the CWS and Juvenile Court system to successfully reunify with their children.

Great Beginnings Home Visitation is a child abuse prevention program designed to promote the health, growth, and development of children ages pre-natal to 5 and their families. Services include developmental screening, parent education and case management. A multi-disciplinary team uses a strength-based approach to provide home and center-based services.

Intensive In-Home Therapy provides individual and family therapy services to children and families in home. Services are provided in a place and at a time convenient for the family. Interventions include: parenting education, stress management, building communication, conflict resolution and anger management skills, creating and implementing behavioral plans, and empowering the family. Therapists are available to provide support and crisis intervention 24 hours a day, 7 days a week.

Incredible Years Parenting offers evening classes for parents wishing to increase their knowledge of child development and parenting skills. Parents are taught how to prevent and reduce aggression and behavior problems in young children. Classes are held in 12-week cycles and satisfy the requirements for CWS and court- mandated parent education. Parents requiring more intensive counseling and education are seen individually or conjointly with their partners and/or their children. Classes are given in English and Spanish.

School-Based Prevention is offered for children in the Santa Barbara County school systems, which are visited by CALM's prevention educators on a regular basis during the school year. In the prevention presentations, children are taught how to keep themselves safe from abduction and abuse. Internet safety and the negative effects of cyber-bullying are also taught as part of the prevention program.

Reflective Practice and Preschool-Based Prevention programs provides counseling support for families and reflective practice sessions for teachers and staff in selected preschool settings across the county.

Sexual Assault Response Team (SART) provides medical exams and forensic interviews for children when sexual abuse is alleged, as well as emotional support to family members. Collaboration among team members ensures that the victim is not subjected to repeated examinations and interviews, and contributes to forensically sound evidence.

Helping Others in Parenting Environments (HOPE) was developed in recognition of the trauma experienced by children who enter the foster care system. HOPE is an array of intensive in-home services available to children and parents in foster home and extended family home placements. The HOPE program combines skill-based intervention with maximum flexibility so that services are available to families and foster homes according to their unique needs. This service is provided by Santa Maria Youth and Family in the Northern Region and by CALM in the Southern Region.

Adults Molested as Children (AMAC) provides group treatment for adults who were sexually molested in childhood or adolescence. Groups are offered for both men and women. All clients in group must also be in individual therapy at CALM or elsewhere.

Offender Treatment is part of CALM's mission to prevent child abuse. CALM provides treatment for adults convicted of and juveniles adjudicated for sexual offenses against children. CALM collaborates closely with SB County Probation, the District Attorney's office and SART in these cases.

Postpartum Depression (PPD) enables mothers suffering from postpartum depression and/or anxiety to access a comprehensive array of services including: individual and/or group therapy, psychiatric evaluation, and case management. Drop-in groups are available in English and Spanish.

Infant Parent Psychotherapy (IPP) treats problems in the infant-parent relationship, prevents child abuse and disorganized attachment, and facilitates optimal infant growth and development. The program promotes secure attachment by strengthening the capacity of both parents and by activating their support networks to ensure that children live in stable and nurturing family environments.

SPIRIT is a family centered, community oriented, highly individualized, wrap around strategy, available 24 hours a day, 7 days a week, designed to help families facing serious challenges find solutions to keep children and teens safely in their home, be successful in school and function well in the community.

Sober Women Healthy Families (SWHF) is a collaborative program in which the therapists works full time in the Good Samaritan Residential Drug and Alcohol Treatment Facility in Lompoc. Clients are women and children who reside in the facility. Program provides individual therapy, parenting education, and family therapy to assist with parenting skills, behavioral issues, conflict resolution, trauma and neglect.

Community Action Commission (CAC) provides services in both the Northern and Southern regions of Santa Barbara County. The following are programs offered by CAC:

Front Porch/Differential Response connects families who are identified as at risk of child abuse and neglect to needed community-based services for the purpose of early intervention and prevention services. The program currently services the Northern Region and provides families with housing assistance, parenting education, parent coaching, seek counseling for substance abuse, family issues and mental health.

SafeCare is an evidence-based, parent-training curriculum delivered in the home for parents with children ages 0-7 who are at-risk or have been reported for child maltreatment. SafeCare works with families in the Northern Region in their home environment to improve parent's skills in several domains. Parents are trained in child health, home safety and parent/child interaction. In addition, the program services those parents that are in the process of reunifying with their children to ensure a smooth transition and provide support as needed. The current implementation strategy has both a prevention and intervention focus.

The target populations currently identified for participation include those families that meet SafeCare® eligibility criteria and are receiving services through the following:

- Differential Response-Front Porch Program
- Parenting Teens involved with Probation, Behavioral Wellness (ADMHS), or CWS

- Teen Age Pregnancy Program (TAPP) participants
- Family Preservation and Court Involved CWS families

Home Connection Finders (HCF) identifies and locates relatives and or non-related extended family members for the purpose of identifying potential placement for the children that have been detained and or in need of a connection with a significant adult in their lives. This program is currently being provided by Community Action Commission and services the entire county.

Enhanced Family Reunification provides countywide Enhanced Family Reunification Support Services such as supervised parent/child visitation and transportation in partnership with CWS for children who have been placed out of their parent's care due to abuse or neglect and have supervised visitation with their parents. Services are offered to families during evenings and weekends in order to promote frequent quality visitation.

Santa Maria Valley Youth & Family Center (SMVYFC) provides services in the Northern region of Santa Barbara County. The following are programs offered by SMVYFC:

Intensive In-Home (IIH) and Helping Others in Parenting Environments (HOPE) provides therapeutic programs based primarily in the home. The IHH program serves children who remain home at risk of entering placement and the HOPE program focuses on preserving placement for children who are in placement with a relative or foster home. The programs use a variety of therapeutic techniques to help the families and children. The interventions are focused on evidence based practices to help decrease problematic behaviors and stabilize the home or placement.

Children's Services Screener (CSS) provides mental health and or developmental screenings and associated treatment recommendations for children that are detained by Child Welfare Services or children who have an open case with Child Welfare Services through a Family Maintenance program.

Parenting Classes are offered by Child Welfare Services (CWS) and the Juvenile Court often require parents to participate in parenting education classes to learn the skills

needed to safely and appropriately parent their children. Family Services Agency (FSA) as well as Fighting Back Santa Maria currently provides comprehensive classes throughout our community. FSA's Nurturing Parenting Program is an evidence-based program designed to empower parents through self awareness and acquire specific knowledge and skills to improve their overall parenting. The lessons for parents and children are designed on the needs of the family to strengthen the following five constructs: Appropriate Expectations of Children, Developing Empathy in Parents and Children, Discipline with Dignity, Self-Awareness and Appropriate Family Roles, and Empowerment and Independence.

Casa Pacifica provides services in both the Northern and Southern regions of Santa Barbara County. The following are programs offered by Casa Pacifica:

SB163 Wraparound Program is a family-centered community oriented, culturally sensitive, strength-based, individualized services for children and adolescents with complex and enduring multi-system needs. The intent is to wrap services around the child/adolescent living with the birth parent, adoptive parent, foster parent, specialized foster care, or in independent living settings. The aim of the program is for the youth to build and maintain a normal lifestyle and prevent a more restrictive and more costly out-of-home placement from occurring. Issues addressed are residential, family, social, educational and/or vocational development, medical, psychological and emotional attitudes, along with cultural/ethnic lifestyles. Wraparound targets children and adolescents, with the most complex needs, currently residing in costly and intensive out-of-home placements, and those children/adolescents who, without intensive services would be placed in an out-of- home setting. The program is grounded in a philosophy of unconditional commitment. The Probation Department uses limited reserve funding from the Wraparound program for community-based gender-responsive group counseling in Santa Maria and Santa Barbara.

SAFTY (Safe Alternatives for Treating Youth) is a mobile crisis response service available 24 hours a day, 7 days a week, to all Santa Barbara County youth through age 21. The goal is to prevent psychiatric hospitalization and decrease the use of emergency

rooms for mental health crisis. SAFTY is contracted to provide emergency mental health services for the juvenile hall outside of normal business hours.

Substance Abuse Resources

Good Samaritan Shelter Services provides the community with several programs to address homelessness as well as alcohol and substance abuse treatment. The programs consist of emergency shelter for men, women, and children. In addition, employment search assistance, drug and alcohol treatment and housing search assistance and children services to include afterschool programs. Services in the North County consist of the following: Emergency Shelter, Family Transitional Shelter, Perinatal Services, After School Programs, Drug and Alcohol outpatient services, Acute Care Detox and Clean and Sober Living Homes. Recovery Point Acute Care Detox is located in North County and serves primarily the Northern Region. The program provides case management, one-on-one counseling, drug and alcohol education and information, and a long-term aftercare. The program is licensed by the state and sanctioned by state Medi-Cal. Services are also held in Spanish to support the large monolingual Spanish speaking population in the North County.

Coast Valley Substance Abuse Treatment Center (SATC) reaches out to the addict population in our community in the form of three counseling clinics, one in Santa Maria and the other two in Lompoc. Between the three clinics they treat over four hundred people at any given time. They are a counseling program that works closely with the courts, Probation, and Santa Barbara County Alcohol & Drug Program. Coast Valley provides group counseling, individual counseling, and drug testing services to adults and adolescents.

Council on Alcohol and Drug Abuse (CADA) provides a range of adult services from prevention to treatment in substance abuse. Treatment is provided using a research-based curriculum (The Matrix Model) and delivered by state-certified Alcohol and Drug Counselors. Program consist of assessment and referral, adult outpatient treatment program, perinatal program, court mandated treatment programs a project recovery detox

center and drug testing. Services available are daily counseling (individual and group), 12-step meetings, acupuncture treatments, drug testing and drop-in services. In addition, placement aftercare and case-management services are offered as well. The mission of the Council on Alcoholism and Drug Abuse is building a safer, healthier community by preventing and treating alcoholism and drug abuse. CADA has several offices in south county and one in north county to serve the needs of the community. Probation contracts with CADA for individual and group counseling for referred probation youth, including the use of Moral Reconation Therapy.

Youth Resources

Family Service Agency is a program is to help and strengthen adolescents and their families on “the road to recovery” from substance abuse problems through supportive services. These services include counseling, treatment, training, groups, and interventions. Services are offered to all adolescents from the ages of 13 to 18 who are residents of Santa Barbara County. The teens must express a desire for help with their alcohol and/or drug problems. The Probation Department contracts with them to provide individual and group counseling services for referred youth

Coast Valley Substance Abuse Treatment Center provides individual and family treatment services for youth experiencing drug and alcohol problems as well as providing services to the Juvenile Drug Court program on a limited basis. Services are provided in Lompoc and Santa Maria.

Restorative Justice Taskforce - In Santa Maria and Lompoc is for first- and second-time non-violent offenders who are referred to a local Restorative Justice Team Conference with the victim, to develop a plan for paying for or correcting damage or harm. In Santa Barbara, a pilot Restorative Justice Program intervenes with selected youth on probation.

Teen Court is provided for certain first-time offenders have their cases heard by a group of peers, who determine a legally binding disposition or “sentence” by jury. Offered countywide.

Foster Youth Services (FYS) serves the educational needs of students who are homeless or in foster care, throughout Santa Barbara County. Provides educational case management services including tutoring, school supplies, assistance with accessing social services, special education, and assistance with college or career planning.

California Youth Connection (CYC) is a non-profit organization that was created and lead by current and emancipated foster youth. Santa Barbara County chapter gives foster youth age 14-24 an opportunity to learn leadership skills, empowerment, and a sense of unity.

Independent Living Resource Center provides services for court dependents approaching emancipation who have a disability or type of limiting condition that substantially limits his or her functioning. The program empowers the youth by providing them with information they will need to access tools, strategies and accommodations that make living in the community successful. Such services include Advocacy and Disability Rights, Assistive Technology, Benefits, Transportation, Employment, Disaster Preparedness and parenting with a disability. CDSS received federal approval in January 2008 from the Social Security Administration (SSA) to allow disabled foster youth to apply for SSI benefits before they turn 18 years of age and emancipate out of the foster care system. This approval is enabling California to move forward with implementing the provisions mandated by AB 1331 (Evans). Under AB 1331, the State's 58 counties can transfer a foster youth's case from federal foster care benefits to state foster care benefits for one month to allow the SSA to accept and process a SSI application before a foster youth turns 18 years of age and exits foster care.

Youthful Offender Block Grant Program is a stated funded program that targets youth not eligible for commitment to the State Division of Juvenile Facilities (formerly the California Youth Authority). Funds support assessment of risks and needs, intensive probation supervision, long-term local commitment program, mental health and substance abuse counseling, and mentoring. The program includes mentors provided through CAC's *Los Compadres* program.

Court Appointed Special Advocates (CASA) aims to assure a safe, permanent, nurturing home for every abused and/or neglected child by providing a highly-trained volunteer to advocate for the child in court.

Check, Connect & Respect (CC&R) is a dropout prevention program that uses school-based coaches to help at-risk students feel more connected to the school and learning. The coaches work in collaboration with the student, teachers, and parents to help the student develop habits of healthy school behavior.

Resolving Conflict Creatively Program is a program characterized by a comprehensive, multi-year strategy to prevent violence and create caring, peaceable communities of learning that improves school success for all children. The program includes the recruitment, training, and supervision of children to act as peer mediators and teachers.

Workforce Investment Act (WIA) supports the youth of our community and their transition to working adulthood by addressing the development of the entire youth through a number of services including employment counseling, tutoring, mentoring, and work experience programs.

Parenting Education and Support Resources

Family Resource Centers provide group support (parent education, on-going classes, peer support and group counseling) as well as individual support (resource & referral, assistance on forms and health insurance, translation services, distribution of goods, individual counseling and case management) to families throughout the county.

Maternal Child and Adolescent Health Field Nursing Program is offered by the Santa Barbara County Public Health Department and provides in-home assessment, education, linkage/referral, and comprehensive case management for women at risk of adverse prenatal outcomes. This program provides maternal-infant and family case management services countywide.

Comprehensive Perinatal Services Program (CPSP) provides free and enhanced prenatal and postpartum care to Medi-Cal eligible women with low-income. CPSP coordinates nutrition and health education with clinical obstetrical care throughout the county.

Great Beginnings Program is a countywide home-visitation program initiated prenatally or at birth. Goals of the program are to promote positive parenting, facilitate optimal child health and development—including linkage to a medical provider, and prevent child abuse and neglect. Great Beginnings uses the Healthy Family America model and is administered by Child Abuse Listening and Mediation (CALM).

Welcome Every Baby (WEB) is a free resource for all babies and their families in Santa Barbara County which includes a nurse home visit, a call-line to answer questions about caring for babies and early child development, and online resources. Funded by a grant from First 5 and administered countywide by the Santa Barbara County Education Office, the program offers maternal/newborn screenings, developmental evaluations, breastfeeding support and community referrals.

Women, Infants, and Children (WIC) Program is a countywide nutrition program administered by the Santa Barbara County Public Health Department (PHD) that provides checks to buy healthy foods, nutrition and health education, breastfeeding education and support, and referrals to health care and other community services.

Parent's Resource for Information, Development and Education classes are designed to strengthen the quality of family foster parenting and adoption services by providing a standardized structured framework for recruiting, preparing, and selecting foster parents and adoptive parents.

Foster and Kinship Care Education Program provides free trainings for Foster or Adoptive Parents, as well as Kinship caregivers.

Foster Parent Association holds monthly meetings to discuss ongoing topics and provide training for Foster Parents

Health Care Resources

Santa Barbara County Public Health Department Health Care Centers provides high quality medical and preventative services to the uninsured and underinsured throughout the county.

Community Health Centers of the Central Coast is a network of clinics facilitating health care access for low-income families with clinic sites in Santa Maria, Guadalupe, Lompoc, and New Cuyama.

Santa Barbara Neighborhood Clinics provides high-quality, affordable medical and dental care to Santa Barbara residents, especially the uninsured and underserved, regardless of their ability to pay.

Children's Health Initiative of Santa Barbara County is housed at the County Education Health Linkages office and run by the Children's Health Initiative. It works to promote coordinated outreach, widespread enrollment, correct utilization and high retention for all public health insurance products available to children. There are over 90 certified application assistors countywide.

Early Care and Education Resources

Head Start is operated by the Community Action Commission (CAC) of Santa Barbara County, a local nonprofit organization, Head Start provides early care and education services to over 1,300 children through its preschool program, and three and four year olds comprised over 80% of enrollment. Approximately 60% of these children are enrolled in North County programs, 21% in Mid-County and 19% in South County. A smaller Migrant Head Start/Early Head Start program is operated by the Community Action Partnership of San Luis Obispo County (CAPSLO) in North County.

Hope 4 Kids Preschool & Infant/Toddler Center provides childcare for infants, toddlers and preschool foster children living in Southern Santa Barbara County.

Children’s Resource and Referral of Santa Barbara County is a childcare referral hotline which links parents with a comprehensive, continuously updated database of licensed providers throughout the county.

First 5 Early Care and Education Division provides resources and technical assistance for the early childhood education community to support program improvement, workforce development and capacity building at sites throughout the county.

The First 5 School Readiness Initiative brings together local low performing Schools, family resource centers, and community-based organizations to offer programs that help prepare children to enter kindergarten as healthy, active learners.

Agency Collaborations

Prevention funding and services share multiple funding streams that are working towards the same outcome. The First 5 Family Strengthening Initiative, which funds the County-wide network of family resource centers, is well integrated with the family support services funded through PSSF. Not only are case management tools shared, but outcomes are tracked County-wide, in addition to by funding stream.

The Front Porch project at the FRC level is also realized through agency collaboration and includes multiple funding streams and systems that are well coordinated with the remaining prevention services.

Santa Barbara County Promotores de Salud Network is a coalition of bilingual health promoters who work on improving the health literacy of socio-economically challenged communities, increasing access and utilization of health services and enhancing the community’s overall health and well-being.

The CAPC parent leaders included a presentation on the protective factors in the four-day basic training, as well as providing materials to share with families.

The County continues to reach out to the Santa Ynez Band of Chumash Indians to increase our collaboration. Most recently CWS has held RFA orientations on the

reservation and has also conducted a 15 hour RFA training for Native American families. The County is in the continued process of providing outreach and training on site for the Native American families in an attempt strengthen our partnership.

Cross-Sector Collaboration in Santa Barbara County

The charts below illustrate just a few examples of collective impact efforts taking place locally. It highlights durable relationships among partners from different service sectors, who share a common vision and unified strategy for achieving specific goals.

Initiative	 Partnership for Strengthening Families	 THRIVE Santa Barbara County	 Children's Health Initiative	 South Coast Task Force on Youth Safety
Focus	<ul style="list-style-type: none"> Family 	<ul style="list-style-type: none"> Education 	<ul style="list-style-type: none"> Health 	<ul style="list-style-type: none"> Safety
Goals	<ul style="list-style-type: none"> Strong families Optimal child development Reduced incidence of child abuse & neglect 	<ul style="list-style-type: none"> Kindergarten readiness Integrated pathways to supportive services for children & families 	<ul style="list-style-type: none"> Health insurance enrollment, retention and utilization for children & families Access to primary care 	<ul style="list-style-type: none"> Youth violence prevention and reduction of gang activity Safety and quality of life for youth, their families, and the
Systems	<ul style="list-style-type: none"> Early Care & Education (ECE) Family Support Child Abuse Prevention 	<ul style="list-style-type: none"> Early Care & Education K-12 Education Health Care Family Support 	<ul style="list-style-type: none"> Health Care Early Care & Education K-12 Education Family Support Social Services 	<ul style="list-style-type: none"> Government Law enforcement Probation Education Social Services Behavioral Wellness Youth Programs
Partners	<ul style="list-style-type: none"> Child Abuse Prevention Council Child Care Planning Council Network of Family Resource Centers 	<ul style="list-style-type: none"> Carpinteria Children's Project / Carpinteria Union School District Santa Maria Bonita School District Little House by the Park / Guadalupe Union School District Isla Vista Youth Projects / Goleta Union School District Parents / Community KIDS Network 	<ul style="list-style-type: none"> SBCEO Health Linkages CenCal Health Public Health Social Services Health Clinics Hospitals School Districts State Preschools Head Start Family Resource Centers 	<ul style="list-style-type: none"> Elected officials Local government agencies/ executives Law enforcement School administrators Faith community Philanthropic community Community-based service providers Youth and parents

Initiative	 <p>Partnership for Strengthening Families</p>	 <p>THRIVE Santa Barbara County</p>	 <p>Children's Health Initiative</p>	 <p>South Coast Task Force on Youth Safety</p>
Approach	<ul style="list-style-type: none"> Strengthening Families framework California Collaborative on the Social & Emotional Foundations for Early Learning (CA CSEFEL) ECE Quality Rating & Improvement System (QRIS) 	<ul style="list-style-type: none"> KSEP implementation (Kindergarten Student Entrance Profile) Healthy weight (BMI) Social & emotional wellness (per CSEFEL) Family & community health 	<ul style="list-style-type: none"> Address social determinants of health to help families access care Train & support Certified Application Assistants and Certified Enrollment Entities 	<ul style="list-style-type: none"> Convene stakeholders Coordinate services Use data & evaluation to guide programs Focus on mental health, youth employment, alcohol & drug treatment, mentoring and expedited services for youth in at-risk situations

Collaboration to Improve Outcomes for Foster Youth

Program or Initiative	What it is	Who is involved	How it's making a difference
Katie A (Children & Family Services Integrated Practice)	Screening and timely access to intensive mental and behavioral health services for children/youth in foster care and children/youth who are at imminent risk of entering foster care	<ul style="list-style-type: none"> Child Welfare Services Dept. of Behavioral Wellness Community-Based Providers Children and families 	Care teams guide decision-making and remove barriers to treatment; increased access to trauma-informed mental and behavioral health services
Safety Organized Practice	Solution-focused approach to working with CWS families; focus on behavior change, safety planning and natural support systems	<ul style="list-style-type: none"> Child Welfare Services CWS families Networks of support that include family, friends and professionals 	Support for reunification, decreased need for placement and a decrease in repeated maltreatment
Quality Parenting Initiative	Rebranding of foster care that includes changes in practice and establishes guidelines for quality caregivers	<ul style="list-style-type: none"> Youth Law Center Child Welfare Services Resource families Community partners 	High quality parenting practices are clearly defined; resource families are supported in meeting quality standards; children receive loving support for healthy development and permanency
Continuum of Care Reform (California Legislation AB 403)	Comprehensive framework that supports children, youth and families across placement settings with a goal	<ul style="list-style-type: none"> Child Welfare Services Dept. of Behavioral Wellness 	Increased engagement with children, youth and families; increased capacity for home-based family care; limited use

	of helping children and youth achieve permanency	<ul style="list-style-type: none"> • Probation • Resource Families • Child & Family Teams 	of congregate care (group homes)
Foster Youth Services Coordinating Program (California Legislation AB 854)	Support for interagency collaboration and capacity building at the individual and system levels; focus on improving educational outcomes through case management, tutoring, and support w/ transition to college/career	<ul style="list-style-type: none"> • Child Welfare Services • Juvenile Probation • Santa Barbara County School Districts • Court Appointed Special Advocates (CASA) • Independent Living Program • Allan Hancock College • UCSB Guardian Scholars • Fighting Back Santa Maria • Former Foster Youth 	Increased school stability; efficient and appropriate placement in classes; increased ability to identify educational needs and coordinate supports and services

Additional current collaborative efforts include, but are not limited to the following:

CalWORKs / CWS Linkages Partnership aims to provide more coordinated case planning and service delivery to our common DSS/CWS clientele. County CWS has received a small grant and is working with the California Center for Research on Women and Families (CCRWF) to provide CalWORKs/CWS Linkages services. Goals for the program are:

- Reduce conflict between CWS and CalWORKs case plans
- CWS and CalWORKs will become a resource for each other
- CWS and CalWORKs will be staffing mutual cases
- Develop relationships between CWS and CalWORKs

Current Target populations: Mutual open cases, AB429 (recently off aid due to a child coming into CWS.) The process begins when a CWS referral is promoted to case. CWS will identify that there is an open or recently closed CalWORKs case. CWS and CalWORKs will exchange information regarding service providers and staff the case to coordinate the two case plans to avoid conflict and duplication. CalWORKs will notify the Resource Support Team (RST) that there is a shared case so that coordination of their support services can begin.

Early Childhood Mental Health (ECMH) is a local initiative to extend mental health and developmental services to children birth to 5 years of age. Under ECMH – Special Needs a Postpartum Depression/Attachment Workgroup was formed to address community resources and unmet needs for the identification, prevention, and treatment of Postpartum Depression countywide.

Inter-agency Policy Council (IAPC) is a bi-monthly meeting of the Directors of DSS, ADMHS, Public Health, Probation, Child Support, and Housing & Development to initiate, approve and oversee inter-agency collaborations and initiatives impacting service delivery countywide.

Inter-Agency Program and Fiscal (IAPF) is a bi-monthly meeting of the Program Deputies and Fiscal Officers from DSS, ADMHS, Public Health and Probation to operationalize the collaborations and initiatives.

Juvenile Court “Brown Bag” is a SB County CWS and Court initiative to facilitate communication between judges, attorneys, CWS, CASA, ADMHS, and various service providers.

Santa Ynez Multi-Disciplinary Team has representatives from local CBO service providers, CWS, Public Health, and the Chumash tribe to confer and coordinate service delivery for clients in the Santa Ynez and Lompoc Valleys. Referrals are also made for all possible ICWA eligible children.

SELPA has been a key player in helping to develop our Early Childhood Mental Health Collaborative. The County Office of Education representative for SELPA participates in both the KIDS Network and the Children’s System of Care collaboratives.

Sexual Assault Response Team (SART) is a County/CBO collaboration between CWS, law enforcement, District Attorney, Health Care Services, and the Community Based Organization “CALM” to provide coordinated investigation of sexual assault, which involves regional case reviews and one countywide review team.

Vandenberg Air Force Base (VAFB) sponsors a monthly multi-disciplinary Family Case Management Team (FCMT) meeting of human services personnel through their Family Advocacy Office (FAO) which meets, confers, and recommends treatment for domestic and child abuse/neglect incidents that occur with active service personnel and their families. In 2002, CWS Supervisors were recruited to be a voting member of this team.

Workforce Investment Board (WIB) is now housed by the Workforce Investment Board Director and is developing a more knowledgeable understanding of program and funding capabilities to better meet the needs of foster youth. Furthermore, foster youth have been identified as one of the target populations. The Workforce Investment Act (WIA) Youth component supports the youth of our community and their transition to working adulthood by addressing the development of the entire youth through services such as mentoring, community service, leadership and team-building skills. To ensure individualized program support, the funding is divided into in-school and out-of-school funding streams. Funds are awarded on a competitive basis and are geared to youth ages 14-21.

SB 163-Wraparound Steering Committee is a collaboration of CWS, Probation, and Behavioral Wellness. A SB163 plan was submitted and approved by the State during the summer of 2006. The focus of SB163 has been to reduce the number of children being placed in high level group homes in and out of Santa Barbara County by using placement dollars in a creative, flexible manner to provide services/supports to youth and their families. The provision of Wraparound services went out for proposal and a contract was awarded in April of 2007. DSS is currently in the process of renewing the existing contract for an additional year, as indicated in the current Board approved contract with Casa Pacifica. The Wraparound Implementation Team (WIT) which consists of CWS, Probation, Behavioral Wellness, the contractor, County Education Office, a community based organization (CBO) and a Parent Partner serve as the gatekeepers of the SB163 Wraparound program. In addition, the WIT team is responsible for monitoring service delivery and approving family budgets for expenditure of funds to support those they have entered into the program.

Substance Abuse Coordinating Council (SACC) is a leadership collaborative between community coalitions (Santa Maria Valley Fighting Back, Lompoc Recovery Task Force, Santa Ynez Valley Coalition, Santa Barbara Fighting Back, and Carpinteria Cares for Youth) and county partners (DSS, Probation, ADMHS, Public Health, Sheriff's Office-CLEC/SBRNET, Superior Court, and the Board of Supervisors). The SACC was formerly known as the Methamphetamine Prevention Network. The purpose of SACC is to serve as a coordinating body of the multiple efforts occurring countywide to reduce the use/abuse of substances in our county. Some of the initiatives before SACC include a Media Project, a Database Project, Brochure Outreach, Medical Presentations Project, Operation Pipeline, and Treatment Program/Grant Updates.

Santa Maria Valley Fighting Back is focused on battling substance abuse issues in the Santa Maria region and is a collaborative involving City Council, the Courts, Law Enforcement, CWS, Probation, the schools, community members, service providers, and the hospital.

Sober Women and Healthy Families is a collaborative between ADMHS, Public Health, and CWS to build a stronger service delivery system to mothers and their children.

Marian Hospital Health Collaborative focuses on providing healthcare to the community. CWS participates in this collaborative with hospital staff, services providers, and concerned community members.

Good Samaritan Services Collaborative monitors the delivery of services through the SAMHSA grant, addresses the needs of the homeless population, and strives for improved coordinated service delivery. Participants in this collaborative include the Good Samaritan Services, ADMHS, CWS, and several CBOs.

Families for the First Decade (FFD) is the City of Santa Maria collaborative of over 100 local community based organizations, public agencies, faith communities, educational institutions, and businesses that strive to offer enhanced, integrated services to families. The FFD project focuses on improving the lives of children by offering resources and supports for all family members.

Child Welfare Services Stakeholder meetings consist of stakeholders from a wide range of community and government organizations, including Probation, Behavioral Wellness, Public Health, CASA, court constituents, tribal members, school personnel, and community based service providers. Resource Families, Foster Family agencies, and group home staff are also regular attendees. These meetings provide an ongoing opportunity for Child Welfare staff to share news and information on our programs and plans, and get community input and suggestions on how to proceed more productively and inclusively to improve outcomes for children and families in the CWS System.

CRITICAL INCIDENT REVIEW PROCESS

For the past several years Santa Barbara County has served as the convening agency for the Child Death Review Team. The Child Death Review Team (CDRT) is a county-wide interagency taskforce with the purpose of preventing childhood fatalities through comprehensive and multidisciplinary assessment of child deaths.

Additionally, the Santa Barbara County CDRT participates in the Fatal Child Abuse and Neglect Surveillance Program (FCANS) through the Epidemiology and Prevention for Injury Control (EPIC) Branch at the California Department of Health Services (DHS). FCANS provides a comprehensive picture of child abuse deaths across the state of California. The FCANS program was designed as an active surveillance system for child maltreatment deaths based on local CDRTs completion and submission of standard data collection.

In California, federal and state statutes govern the disclosure of information related to child fatalities or near fatalities that are the result of abuse and/or neglect. Federal law, the Child Abuse Prevention and Treatment Act (CAPTA), requires that states disclose to the public, findings or information about cases of child abuse and neglect that result in fatalities or near fatalities. Additionally, California [Senate Bill \(SB\) 39](#) (Chapter 468, Statutes of 2007) set out the requirements for the county's disclosure of child fatality

information wherein there is a reasonable suspicion that the fatality was caused by abuse or neglect and when abuse or neglect has been determined to have led to a child's death.

To ensure accurate data collection for each California county regarding child fatality and near fatality incidents which were determined to be the result of abuse and/or neglect, the California Department of Social Services (CDSS), Children's Services Operations Bureau (CSOB) conducts a quarterly electronic reconciliation of the [Child Fatality/Near Fatality County Statement of Findings and Information \(SOC 826\)](#) forms submitted by counties.

NATIONAL RESOURCE CENTER TRAINING AND TECHNICAL ASSISTANCE

CWS does not request or utilize any technical assistance from the NRC, Western Implementation Center and Quality Improvement Centers.

PEER REVIEW SUMMARY

Child Welfare Services and Juvenile Probation held a joint Peer Review in January 2017. The Peer Review is driven by the idea that social workers and Probation officers have valuable insights on how the system works and how to affect change in the outcomes for youth and families. Child Welfare Services and Probation chose Permanency in 12 months for children entering foster care as the common focus area for the Peer Review. A total of 18 cases were reviewed, twelve (12) Child Welfare cases and six (6) Probation cases. Approximately 40% of CWS cases had achieved timely reunification and 60% had not achieved timely reunification (reunified in more than 12 months, or did not reunify at all).

While the Peer Review provided positive feedback on the strengths and dedication of Child Welfare Services and Probation staff, it also provided valuable information on areas

needing improvement in order to achieve timely reunification. The peer review utilized the Reunification within 12 Months Social Worker and Probation Officer Interview tools to obtain the necessary information. The strengths, challenges, and recommendations are detailed below:

Overview of Findings: Child Welfare Services

Background

Strengths:

- Relatives engaged early for placement and teaming.
- Foster family support.
- Increased SW contact contributed to outcome.

Challenges:

- Limited engagement of youth and lack of up front assessment information,
- Absence of a “warm hand off” of case from one worker to another.
- Multiple SW changes impacted continuity of casework practice.

Maintaining Connections

Strengths:

- Up front teaming and consistent and progressive visitation.
- Relatives always considered,
- Siblings placed together,
- Fostering relationship with substitute care provider and parent.

Challenges:

- Distance and resource issues impacted ability to facilitate and maintain visiting plans.
- Progression of visits a barrier in some cases. Uneven or stagnant during certain periods.
- Family finding efforts lacking.
- Resource parent not willing to transport, responsibility falls to SW

- Services to incarcerated parents lack some consistency and momentum.
- Due diligence to locate parents lacking.

Assessment and Services

Strengths:

- Intensive Drug Court services provided for consistent engagement and teaming.
- Katie A. assessment occurred timely and early on.
- SDM used timely.
- SOP seen as a strength for assessing and engaging families.

Challenges:

- Engaging resistant parents.
- Engaging fathers.
- Services limited to incarcerated parents
- Limited access to services for working parents (hours of the day) to achieved case plan goals and objectives.
- Location of services not convenient for parents to access.
- Availability of bi-lingual services.

Reunification

Strengths:

- Relative placement and support.
- Well tailored case plans.
- Intensive services and contact including intensive contact with service providers,
- Monthly or weekly staffing with peers and supervisors.
- Family engagement in case plan development.
- Services change (in case plan) as needs change (track and adapt).

Challenges:

- Maintaining momentum when parents are incarcerated.

- Case plan development and ownership by the family.
- Limited father engagement.

Transition Home

Strengths:

- Concurrent Plan: Identifying this at the beginning was helpful.
- Support provided to family as child transitioned home.
- Follow up in home for the family
- Progressive visitation prior to transition.

Challenges:

- Engaging youth to participate in services.

Recommendations: CWS

- Maintain and increase early engagement and assessment of relatives and provide up front and ongoing support
- Early formation of teaming relationship between caregivers and birth parents.
- Build on Drug Court success with early formation of CFT's for families to include formal and informal supports and resources.
- Foster parent mentors for relatives and non-relatives (get the word out)
- Build and implement strategies to increase family and child/youth engagement in case planning (up front and ongoing).
- Build on successes and case examples with planned, purposeful and progressive visitation.
- Continued and expedited assessment of MH needs and prompt access to MH services
- Consider developing coaching resources around MH needs and service access.
- Develop strategies for increased father engagement and participation.
- Develop strategies for “warm hand off” of case between workers to support continuity of teaming with the family.

Overview of Findings: Probation

Background

Strengths:

- PO's overall experience including specific assignments.
- PO's relationship with youth across time.
- Positive family connections for youth.
- All involved (staff and provider resources) seemed to be aligned with FR as the goal.

Challenges:

- Family finding uneven or missing.
- Drug history with youth and families made service delivery more challenging.
- Challenging and long standing family dynamics impacted FR.
- Environmental factors (gang affiliation and CSEC)

Maintaining Connections

Strengths:

- PO engagement of youth.
- GH follow through.
- Encouraged youth to maintain positive connections in GH program.
- Group Homes consistently supported FR.

Challenges:

- Decision making (GH/PO) re. reunification and “program” requirements - at times program requirements for GH adversely impacted FR timelines (e.g. educational requirements vs. re-unification mandates or home passes).
- Distance made coordination and maintenance of connections difficult.
- Families became disengaged with youth in placement. Assumed system was in charge and as such “took a step back”.

- Lack of local resources necessitated placement out of area; impacting connections.

Assessment and Services

Strengths

- Good assessment of youth needs and appropriate matching with Group Home program.
- RISE program supports CSEC youth. Seen as a strength.

Challenges:

- Need for MH assessment (timing and quality).
- Need for assessment of alcohol and drug assessment.
- Assessment process uneven and comprehensive assessment results frequently not available.
- Lack of services and supports for family while youth in placement.
- Limited overall services in certain parts of the County (Lompoc, Santa Maria).

Placement Matching

Strengths:

- GH provided services per contract.
- Services tailored to meet needs.
- If re-entry occurred, DPOs returned to resources where youth had existing and positive connections.
- When FR is the goal, DPOs found an accommodating GH.

Challenges:

- Resource availability (only two CSEC programs... both out of state).
- Geographic challenges impact services access for youth and family. This impacts timely FR.
- Financial hardship for families to travel for visits etc. As such burden falls to the GH.

Reunification

Strengths:

- DPO's support and engagement of youth and family.
- GH offers family therapy to support FR.

Challenges:

- Continuity of services to family while youth in care.
- Distance: impacts contact and connection and ability to facilitate FR.
- Failing to address conditions and factors that contributed to original detention.
- Court decisions: Several cases ran against DPO and Agency RX. This impacted FR as return home to early led to re-entry.

Transition Home

Strengths:

- When services continued post FR, appropriate case assignment was made.
- Home passes seen as a success factor towards safe FR.

Challenges:

- Aftercare lacking.
- Decision making – termination of case upon return home. placement was a theme resulting in re-entry.
- Youth frequently returned home to same environment that contributed to initial removal/detention. Absent an improved environment and with a lack of after care services, re-entry resulted.

Re-entry

Challenges:

- Lack of aftercare impacts successful FR.
- Decision making issues: i.e. to term case upon return from placement.

- Youth frequently returned home to same environment that contributed to initial removal/detention.
- Lack of after care services.
- Case dynamics: Families tended to be less involved (assuming Probation system will take care of their youth).

Recommendations: Probation

- Increase and apply after-care services.
- Early and rigorous family finding.
- Provide services to family while youth is in care.
- Increased services needed in parts of the county.
- Increased Wraparound involvement.
- Increased services needed in parts of the county.
- Case Decision Making: Continue open case after return home. (Don't terminate upon return)
- Placement specific training for DPOs (how to provide sound FR services, engaging Probation cases where FR is the goal).
- Increased engagement while youth in care. Working on family issues is seen as key to successful return.
- Resource Development: Local resources needed including GH and Wraparound.

Peer Promising Practices

Each of the peer reviewers provided practical suggestions and guidance as to how their respective counties tackle the unique challenges that CWS and Probation faces. Below details their suggestions:

Ventura County

- Have a training unit and/or mentors for new workers after they leave induction. Lead workers would not carry a caseload, but would be there to mentor new workers
- Have field coaching and coaches for things like writing court report
- Have monthly process groups for workers around:
 - Work/life balance
 - Peer groups and processing groups
 - Vicarious trauma
 - Resiliency
 - Establish county liaisons with outside agencies and schools

Madera County

- Have foster parents provide transportation to and from visits. Get them more involved.

San Luis Obispo County

- Develop and recruitment and retention team for resource families
- Provide in home support for foster parents

Kings County

- Build family members in to the case plan as support. If they do not want to be a placement resource, they still might want to help with other activities.
- Have a “warm handoff” between social workers on the case
- Involve the on-going worker in the case planning, even when the case is still in the court unit.

Tulare

- “warm handoff” of cases at a monthly home visit
- Do a better job of finding fathers
- Visit incarcerated parents and engage them more

- Have a good knowledge of the resources in our county
- Have family engagement staffings like TDMs and CFTs

OUTCOME DATA MEASURES

The following measures serve as the basis for Santa Barbara County's Self-Assessment and are used to monitor the County's performance on the outcomes, composites, and process measures that comprise the California Child Welfare and Outcomes and Accountability System. The primary data source is Quarter 3, 2016 (Extracted January 2017) by the Center for Social Research, University of California, Berkeley, based on information obtained from the California Child Welfare Services, Case Management System (CWS/CMS) over time. Child welfare and probation data is reported to the state through the Child Welfare Services/Case Management System (CWS/CMS). Child Welfare Services and Probation are responsible for inputting data in CWS/CMS as part of the caseload management process for children and families receiving child welfare or probation placement services.

Probation youth may be placed in foster care for a variety of reasons including those that result in youth being placed for dependency issues. The nature of the home environment and a parent's ability to effectively supervise and provide for a youth are considerations. Additionally, a youth's delinquency may contribute to a decision to place him or her into foster care. While there is no one offense that establishes a need for placement, sex offenses generally are more likely to result in foster care placement than other offenses.

The nature of those crimes, the need for specified treatment, and the likelihood that a victim remains in the home are factors that often result in a sex offender be placed. Most youth on probation are males and they constitute the majority of probation youth in foster care. The percentage of females in foster care

tends to be higher than the percentage of females on probation. Probation youth in foster care tend to be 15-17 years old.

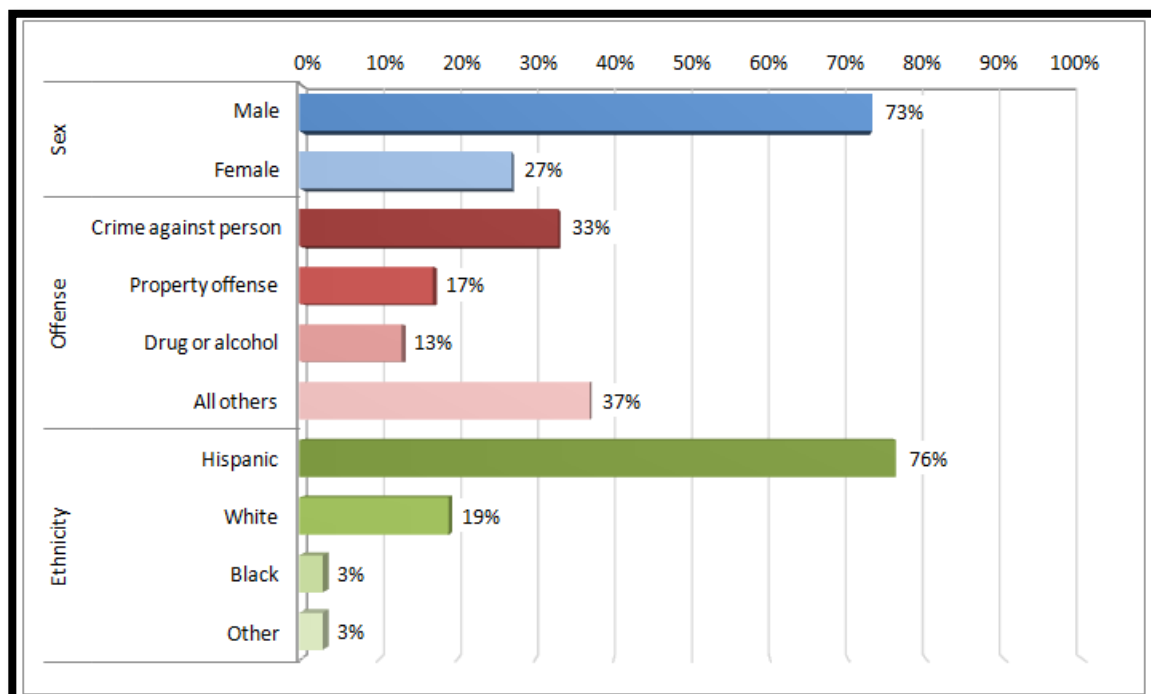
Youth Profile

As of August 2016, there were approximately 600 youth under the supervision of the Santa Barbara Probation Department. These youth are generally Hispanic and male. Of the youth on juvenile supervision, a third committed a crime against a person, 17% a property offense, and 13% a drug or alcohol related crime, while the remaining 37% of youth committed a crime classified in the 'other' category.

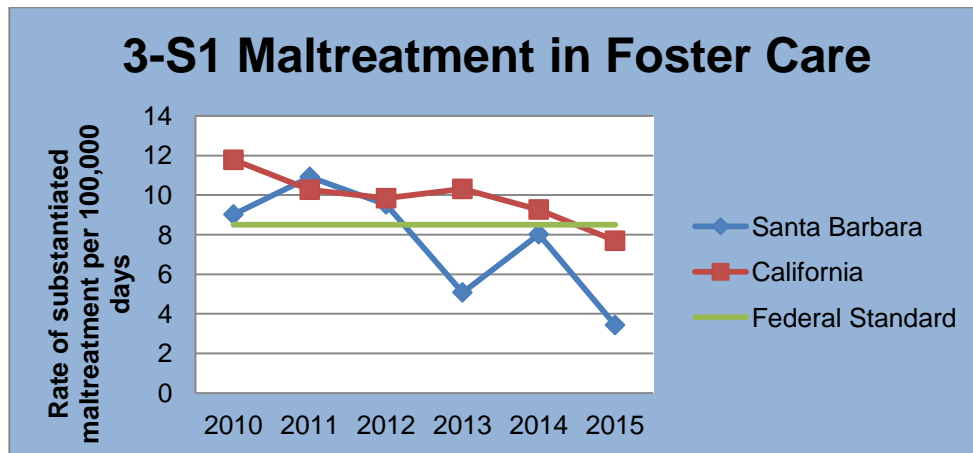
Of youth on supervision, 43% have at least one parent known to law enforcement.

Approximately 28% of youth have a gang-related condition of probation for an underlying offense that included behaviors, actions, or intentions that indicated gang involvement or had gang overtones.

Probation Youth Profile



3-S1.1 Maltreatment in Foster Care



County of Santa Barbara Maltreatment in Foster Care Federal Standard 8.5 per 100,000 days						
	2010	2011	2012	2013	2014	2015
Rate of substantiated maltreatment (per 100,000 days)	9.02	10.92	9.53	5.08	8.02	3.43

DRAFT Program version: 2014.10.30 Database version: 09NOV2016:16:20:41

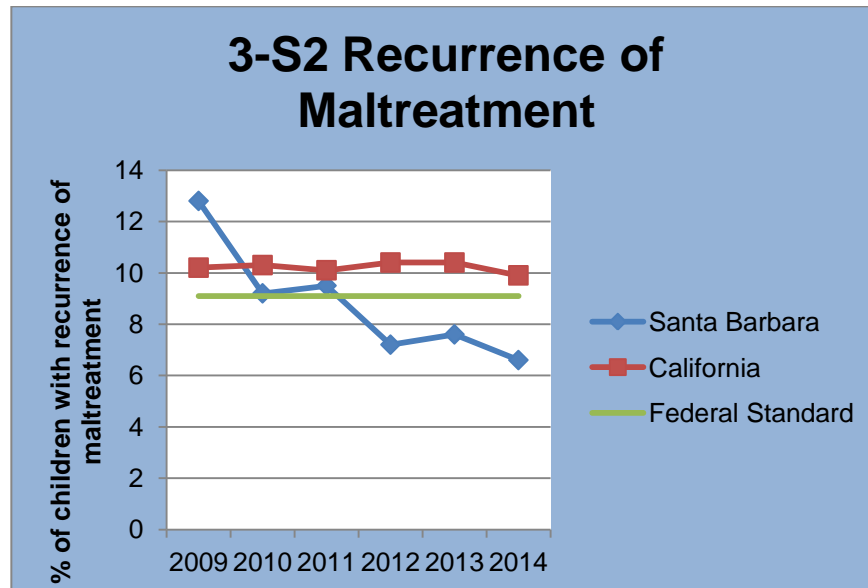
Data Source: CWS/CMS 2016 Quarter 3 Extract.

Analysis

The County of Santa Barbara's rate of maltreatment of children in foster care has decreased since 2010 and for the last two years has been lower than the federal standard and is lower than the State's current rate as well.

The improvement in this outcome measure has likely been impacted by recent improvements in approval processes, support, and training for caregivers. The County began implementing the RFA process to improve permanency and the quality of foster care by requiring new foster parents to receive the same training and complete the same home approval process as adoptive parents. CWS has also recently provided monthly short term child care stipend funds (\$200 a month) for caregivers to receive a 'respite' from these oftentimes challenging children.

3-S2.1 Recurrence of Maltreatment



County of Santa Barbara Recurrence of Maltreatment Federal Standard 9.1%						
	2009	2010	2011	2012	2013	2014
Children with recurrence (%)	12.8	9.2	9.5	7.2	7.6	6.6
Children with recurrence (n)	102	71	64	39	42	39

Data Source: CWS/CMS 2016 Quarter 3 Extract.

Program version: 1.00 Database version: 10NOV2016:12:57:51

Analysis

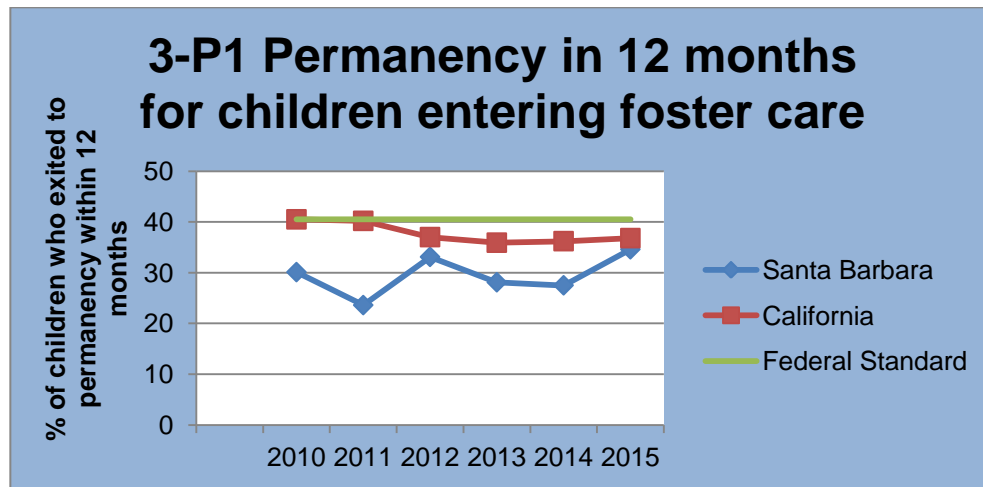
This measure is defined as “of all children who were victims of a substantiated maltreatment allegation during a 12 - month reporting period, what percent were victims of another substantiated maltreatment allegation within 12 months of their initial report.”

Trends: The percent of children with a recurrence of maltreatment has steadily decreased since 2009; The County’s recurrence rate remains well below the respective State and Federal levels. This information is specific to CWS as this measure does not apply to Probation.

Differential Response Services (Front Porch) are geared toward reducing the rate of recurrence of maltreatment in Santa Barbara County. The Front Porch program works with two community based service providers, CALM and Community Action Commission that in turn engage Family Resource Centers for cases that require basic needs support. Families that are referred to Path I or II, are engaged for voluntary case management and support services by the two community-based providers. Front Porch staff are mandated reporters and work closely with the families, which often results in continued concerns and or previously unreported issues which require a new Suspected Child Abuse report. The Front Porch program has been extremely effective at decreasing the rate of recidivism for families.

Although Collaboration between service providers and community partners has been a major component in reducing the reoccurrence of maltreatment, there is still much work to be done in this area. There continues to be a gap between prevention and intervention and a lack of knowledge among CWS Social Workers regarding available services in the community for CWS clients. CWS is determined to further increase collaboration with service providers and community partners to close this gap, fine tune existing referral procedures and feedback loops, look for ways to expand services that are currently working to reduce maltreatment, and integration of new family focused practices such as safety organized practice, father engagement, and parent partner programs.

3- P1 Permanency in 12 Months for Children Entering Out-of-Home Care



County of Santa Barbara Permanency in 12 Months for Children Entering Care Federal Standard 40.5%						
	2010	2011	2012	2013	2014	2015
Children with exits to permanency (%)	30.1	23.6	33.1	28.1	27.5	34.6
Children with exits to permanency (n)	77	55	81	73	57	65

Data Source: CWS/CMS 2016 Quarter 3 Extract.

DRAFT Program version: 2014.11.30 Database version: 06DEC2016:09:11:06

Analysis

This outcome tracks the percentage of children who entered out- of- home care during the year and were discharged to permanency (reunification, guardianship or adoption) within 12 months of entry.

In 2015, Santa Barbara County Child Welfare Services had a 34.6% performance for this measure, which was approximately 85% of the Federal standard of 40.5%. Of these, the majority of children who were under one month old when they entered the system, exited to adoption, while the majority of 16-17 year olds exited to emancipation. For the children aged one month to 15 years of age, the majority exited to reunification. It should be noted that there are relatively small numbers within each age group.

3-P1 Permanency in 12 months (entering foster care)- Demographic Analysis

Federal Standard = 40.5%								
PERCENT	Age Group							All
	<1 mo	1-11 mo	1-2 yr	3-5 yr	6-10 yr	11-15 yr	16-17 yr	
	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	N (%)	
Reunified	3 (6.7%)	11 (35.5%)	12 (41.4%)	9 (32.1%)	14 (35%)	4 (23.5%)	.	53 (29.9%)
Adopted	8 (44.4%)	1 (3.2%)	1 (3.4%)	1 (3.6%)	.	.	.	11 (6.2%)
Guardianship
Emancipated	2 (14.3%)	2 (1.1%)
Other	1 (5.9%)	1 (7.1%)	2 (1.1%)
Still in care	7 (38.9%)	19 (61.3%)	16 (55.2%)	18 (64.3%)	26 (65%)	12 (70.6%)	11 (78.6%)	109 (61.6%)
Total	18 (100%)	31 (100%)	29 (100%)	28 (100%)	40 (100%)	17 (100%)	14 (100%)	177 (100%)

For the 177 children in the entry cohort of 2015:

- 61% (109/177) were female and 39% (68/177) were male
- 38% of the females and 40% of the males exited to permanency within 12 months
- 91% (161/177) of the children coming into care had neglect as their reason for removal.
- 37% (60/161) of the children who were removed because of neglect exited to permanency within 12 months
- 9% (16/177) of the children were removed because of reasons other than neglect e.g., physical abuse, sexual abuse, emotional abuse, caretaker absence/incapacity
- 50% (8/16) of the children removed for reasons other than neglect exited to permanency within 12 months

Despite CWS' improvement in this area, this along with all of the permanency measures continues to pose challenges, and Child Welfare Services is committed to finding solutions to getting children home safely in a timely manner with programs such as Parent Partners, Intensive Family Reunification and Family Drug Treatment Court. Santa Barbara County Probation Department was at 53% of the Federal goal in quarter one of 2016 with a performance of 21.4%. The Probation Department continues to be challenged in meeting this goal, due partly to the longer treatment programs of some

youth. Probation youth can remain in foster care programs for extended periods because of the nature of their offenses (such as sex offenders) or because they represent some of the more difficult and complex cases to treat and manage. These include youth with mental health problems or those who may be involved in human trafficking related issues. Many of them have received various community-based interventions but because of the nature of their needs have nonetheless gravitated to foster care programs when not successful. While youth in foster care represent a small percentage of all supervised probation youth (about 5 to 7 percent), they also represent some of the higher risk and higher need youth on probation. Further, safety factors for individual youth may also affect a youth's duration in care.

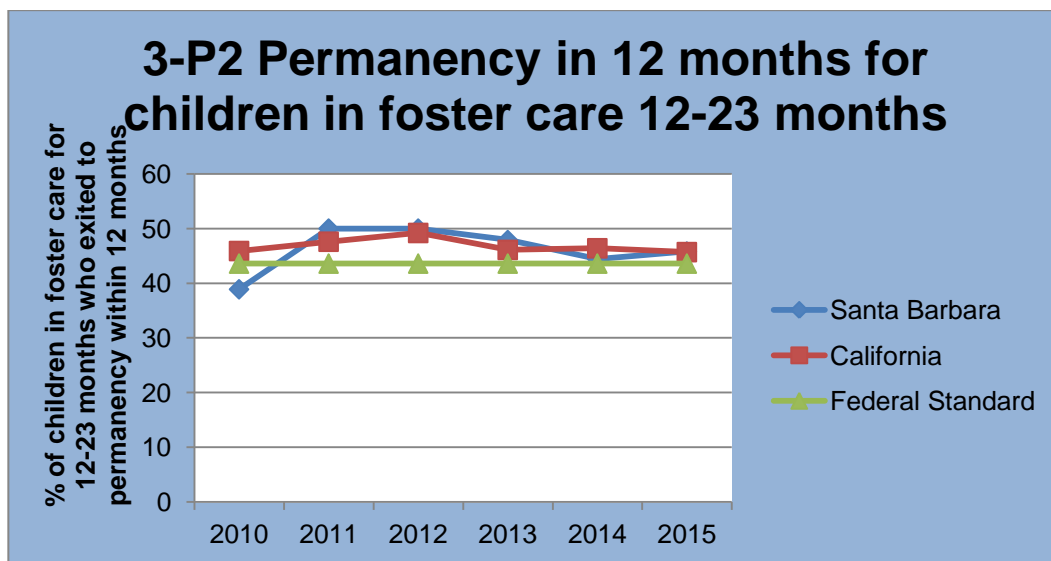
Santa Barbara County Probation Permanency in 12 Months for Children Entering Care Federal Standard 40.5%						
	2010	2011	2012	2013	2014	2015
Youth still in care at 12 months (%/N)	75(9)	69(17)	80.8(21)	70.6(29)	60(21)	78.8(26)
Youth reunified at 12 months (%/N)	8.3(1)	23.8(7)	11.5(3)	26.5(10)	30(11)	21.2(7)
Total Youth in cohort	12	29	26	42	35	33

Data Source: CWS/CMS 2017 Quarter 1 Extract

The number of youth remaining in care after 12 months remains consistently high year after year with the lowest number occurring in 2014. Historically, probation youth have remained in care for over a year, but are usually reunified or transitioned to another form of permanency before the 18 month mark. This dynamic was noted in the previous County Self-Assessment and is a continuing challenge with probation youth. A goal of the Probation Department moving forward will be to direct efforts to further decrease the time in care for youth so that compliance with this outcome measure is improved. Ongoing efforts in this regard and efforts associated with State foster care reform will aid in doing so. Utilization of programs such as Wraparound and community-based programs that focus on CSEC involved youth may impact this measure favorably. Further, the Probation Department will focus on the amelioration of behaviors necessitating care and plan for reunification at the earliest and safest point when individualized services have proven to be beneficial. The Probation Department will not rely solely on static program completion models that specify minimum participation periods or that require graduation.

Our data revealed that despite the existence of several positive practices that contribute to family reunification outcomes such as the use of TDM, frequent family visitation, and Family Drug Treatment Court, there remains room for improvement. Through the PR process it was recommended that the benefit and use of TDM's needs to be clarified for CWS and new policies and procedures developed. It was also recommended that visitation needs be examined as visits are frequently supervised by case aides instead of social workers resulting in lack of knowledge of family interaction. Increases in court ordered visits also make it impossible to keep up with demand with existing resources and new systems must be developed to manage workload while providing quality services that will enhance timely reunification.

3-P2 Permanency in 12 Months for Children in Care 12- 23 Months



County of Santa Barbara Permanency in 12 Months for Children in Care 12-23 Months						
Federal Standard 43.6%						
	2010	2011	2012	2013	2014	2015
Children with exits to permanency (%)	38.9	50	50.	47.9	44.4	45.8

Data Source: CWS/CMS 2016 Quarter 3 Extract.

DRAFT Program version: 2014.11.30 Database version: 15NOV2016:12:17:33

Analysis

This outcome tracks the percentage of children who had been in out- of- home care between 12 and 23 months on the first day of the year and were subsequently discharged to permanency (reunification, guardianship or adoption) within the next 12 months.

Santa Barbara County Child Welfare Services was at 33.7% for this measure in first quarter 2016. This was 77.2% of the Federal standard of 43.6%. CWS remains above the federal standard; however, improvements can be made. It was noted during the CSA and Peer Review that Court continuances ultimately delays permanency and impacts performance on the federal permanency measures. CWS is committed to work collaboratively with the juvenile Court and its constituents to address these continuances and resulting delays.

Santa Barbara County Probation Department was at 77% of the Federal goal in quarter one of 2016 with a performance of 33.3%. Santa Barbara County Probation youth often remain in care over a year but usually return by a year and a half or less, especially from group care. When placed with relatives, youth tend to remain in care for longer periods. Additionally, youth involved in foster care as a non-minor dependent may also remain a foster youth for longer periods.

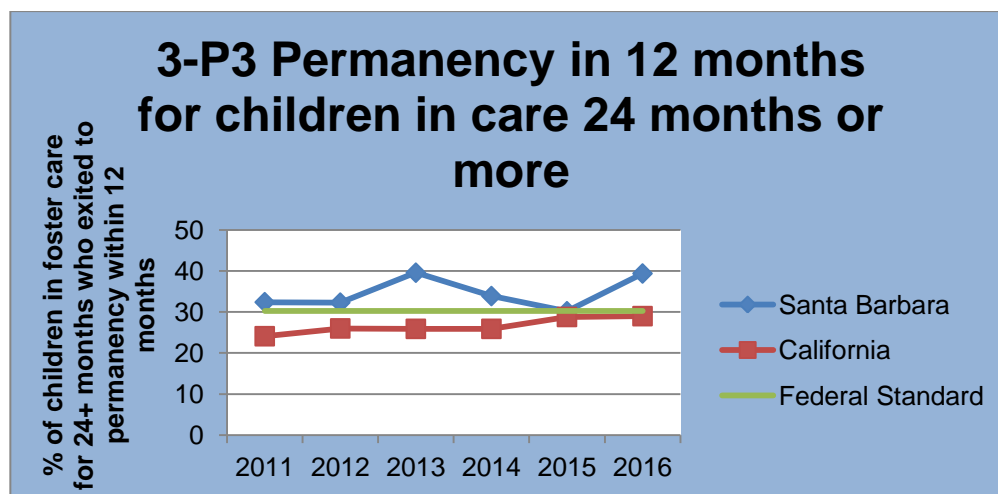
Santa Barbara County Probation Permanency in 12 Months for Children in Care 12-23 months						
Federal Standard 40.5%						
	2010	2011	2012	2013	2014	2015
Youth still in care at 12 months (%/N)	75(3)	44.4(4)	57.1(4)	25(3)	27.3(3)	35.7(5)
Youth reunified at 12 months (%/N)	0	33.3(3)	0	58.3(7)	54.5(6)	28.6(4)
Youth exited to non-permanency (%/N)	25(1)	22.2(2)	42.9(3)	16.7(2)	18.2(2)	35.7(5)
Total Youth in cohort	4	9	7	12	11	14

Data Source: CWS/CMS 2017 Quarter 1 Extract

Although the number of actual youth in this cohort remaining in care year after year has remained consistent (between three and five), the number of youth remaining in care as a percentage of all youth has decreased. However, it is noted that many youth also exited care to some form of non-permanency. Generally,

probation youth will reunify with their family when they exit. The nearly comparable number going into some form of non-permanency suggest some may have simply aged out without continuing in some other form of foster care. Others may have been exited for non-compliance. Again, sex offenders may account for the number of youth remaining in care for an extended period. The Probation Department will be looking into the possibility of expanding a community-based individual and group sex offender treatment program in the near future. This may decrease the need for group care in some cases in the first place while creating an opportunity for youth in care to return sooner than may have been otherwise.

3-P3 Permanency in 12 Months in Care 24 Months or More



County of Santa Barbara Permanency in 12 Months for Children in Care 24+ Months						
Federal Standard 30.3%						
	2011	2012	2013	2014	2015	2016
Children with exits to permanency (%)	32.4	32.2	39.6	33.9	30.2	39.4

Analysis

This outcome tracks the percentage of children who were in out- of- home care for 24 months or more on the first day of the year and were subsequently discharged to permanency (reunification, guardianship or adoption) within the next 12 months.

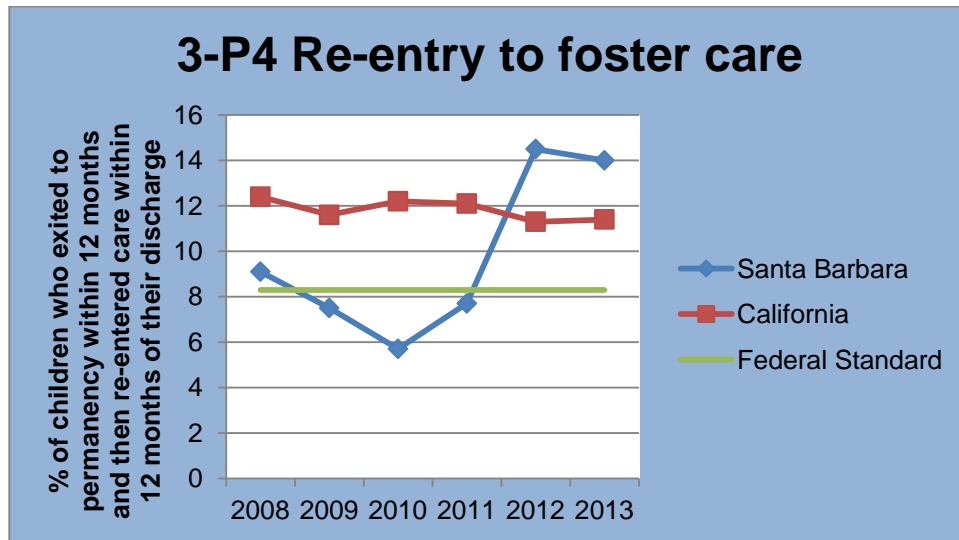
Trends: The County of Santa Barbara's Child Welfare rate is improving, is meeting the federal standard and is better than the State's rate. Of the 48 children that exited to permanency in 2016, 40 children exited to adoptive homes.

Santa Barbara County Probation Department was at 124% of the Federal goal in quarter one of 2016 with a performance of 37.5%. Offense based considerations may keep a youth in care for extended periods, especially when there is a victim remaining in the home of origin (such as might be the case with sex offenders). However, most probation youth will not remain in group care beyond the 14-16 month period. The previous County Self-Assessment noted that of the eight (8) probation youth who met the criteria then (10-1-10 to 9-30-11), four (4) remained in care while the remainder were exited to some form of non-permanency. The chart below suggests that exits to non-permanency are as likely a result now as they were several years ago.

Santa Barbara County Probation Permanency in 12 Months for Children in Care 24+ Months Federal Standard 30.3%							
	2010	2011	2012	2013	2014	2015	2016
Youth still in care (%/N)	75(3)	71.4(5)	33.3(2)	28.6(2)	60(3)	50(2)	33.3(2)
Youth reunified at 12 months (%/N)	25(1)	0	50(3)	28.6(2)	0	25(1)	33.3(2)
Youth exited to non-permanency (%/N)	0	28.6(2)	16.7(1)	42.9(3)	40(2)	25(1)	33.3(2)
Total youth in cohort	4	7	6	7	5	4	6

Despite our success with achieving permanency timelines delays remain due to Court continuances, contested hearings, and appeals during this time frame was noted which negatively impacts this measure.

3-P4 Re-Entry to Foster Care in 12 Months



County of Santa Barbara Re-Entry to Foster Care in 12 Months						
Federal Standard 8.3%						
	2008	2009	2010	2011	2012	2013
CHILDREN WITH RE-ENTRIES (%)	9.1	7.5	5.7	7.7	14.5	14.0

Analysis

The re- entry rate is defined as, “of all children who enter care in the 12 -month period who discharged within 12 months to reunification or guardianship, what percent re- enter foster care within 12 months.”

Child Welfare Services had a rate of re-entry of 11.9% for the first quarter of 2016. This is 69.5% of the Federal standard of 8.3%. There are a relatively small number of children who re-enter the Santa Barbara County CWS system in any given year. Therefore, a five year average was derived in order to get a more accurate picture of the trend for this measure in Santa Barbara County. The table below shows the data for a January through December timeframe with the most up to date data available:

A closer look at the cases of the children who re-entered the system from the 2014 entry cohort revealed that in all but one case the family was still receiving court ordered family maintenance services with CWS oversight when the children were taken back into custody. These children re-entered the system within a short period of time of being returned to their parent, which underscores the need for in-home, intensive services for these families that reunify within twelve months. It also demonstrates the importance of the oversight that Family Maintenance Services can provide.

The Probation Department had a rate of re-entry of 16.7% which is 50% of the Federal standard. Services to assist families in their communities while youth are in care are often minimal or non-existent. In some cases, while a youth may experience positive changes while in care, they may revert to previous behaviors because little has changed in the home. If they do violate their terms of probation, they often return to a foster care setting because local programs are deemed to be insufficient or may not be available. There

Federal Standard = 8.3% or less for re-entry to foster care						
COUNT	Interval					5 year total
	JAN2010-DEC2010	JAN2011-DEC2011	JAN2012-DEC2012	JAN2013-DEC2013	JAN2014-DEC2014	
Children with re-entries	4 (5.7%)	4 (7.7%)	11 (14.5%)	8 (14%)	4 (7.8%)	31 (10%)
Children with no re-entries	66	48	65	49	47	275
Total	70	52	76	57	51	306

may also be safety related reasons for returning a youth to care. In more recent times, some probation youth have returned to participate in programs as non-minor dependents.

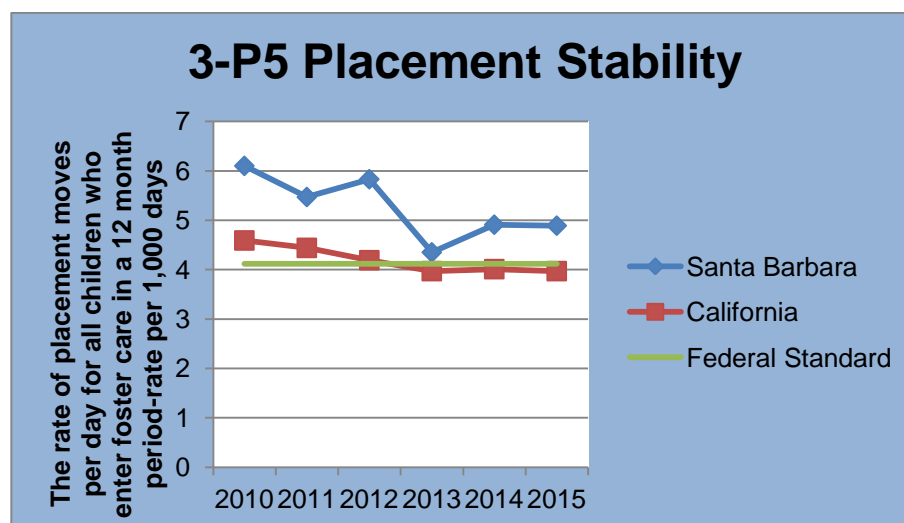
Santa Barbara County Probation Re-Entry to Foster Care in 12 Months					
Federal Standard 8.3%					
	2010	2011	2012	2013	2014
CHILDREN WITH RE-ENTRIES (%/N)	0	16.7/1	0	14.3/1	16.7/1

CWS/CMS 2017 Quarter 1 Extract.

The Probation Department has relatively few youth return to foster care after exit. A total of three youth re-entered care in the 2010 – 2014 timeframe. Even so, with the small size of the cohort, a few re-entries can impact compliance with the standard. For example, a total of seven (7) youth were in the cohort for 2013 with six (6) of them not re-entering

care. The previous County Self-Assessment noted that of the 31 youth who met the criteria for the 10-1-1998 to 9-30-2010 timeframe, only one re-entered care. Probation youth may re-enter care because of a re-offense, a return to delinquency not amounting to a new offense, or continued drug use, among others. This has been the case on occasion even with support systems put in place prior to a return from a program. Resuming association with negative peer influences has also impacted a youth's success upon return home. This has necessitated a return to foster care. The Probation Department continues to use Wraparound services to aid in transitioning a youth home; this benefits the youth, parents, and other family members, and helps negate the need for re-entry into care. Collaborative efforts among partner agencies to provide necessary services prior to a return to the local community may prevent some returns to care. The Probation Department intends to utilize team planning for youth returning home so that the one episode in care is the only one necessary.

3-P5 Placement Stability



County of Santa Barbara Placement Stability						
Federal Standard 4.12						
	2010	2011	2012	2013	2014	2015
Rate of placement moves (per 1,000 days)	6.10	5.47	5.83	4.35	4.91	4.89

Analysis

Child Welfare Services has continued to improve on this measure with the most recent data at approximately 4.89% for Child Welfare Services, which is 84% of the Federal goal of 4.12%. Analysis of the data shows that the children aged 10 and under had more placement stability than children age 11-17.

Age

Federal Standard = 4.12			
Age Group	Foster Care Days for Children with Entries	Placement moves	per 1,000 days
Under 1	5,448	17	3.12
1-2	5,632	25	4.44
3-5	6,822	24	3.52
6-10	6,574	31	4.72
11-15	6,679	43	6.44
16-17	2,242	14	6.24
Total	33,397	154	4.61

Data Source: CWS/CMS 2016 Quarter 4 Extract.

When broken down by gender, the data shows that males overall had greater placement stability than females, and females age 11-17 had the greatest placement instability.

Gender: Female

Federal Standard = 4.12			
Age Group	Foster Care Days for Children with Entries	Placement moves	per 1,000 days
Under 1	5,448	17	3.12
1-2	5,632	25	4.44
3-5	6,822	24	3.52
6-10	6,574	31	4.72
11-15	6,679	43	6.44
16-17	2,242	14	6.24
Total	33,397	154	4.61

Data Source: CWS/CMS 2016 Quarter 4 Extract.

Gender: Male

Age Group	Foster Care Days for Children with Entries	Placement moves	per 1,000 days
Under 1	2,284	10	4.38
1-2	2,742	14	5.11
3-5	4,790	13	2.71
6-10	3,658	17	4.65
11-15	2,147	10	4.66
16-17	153	0	0
Total	15,774	64	4.06

Data Source: CWS/CMS 2016 Quarter 4 Extract.

With regard to ethnicity, white children had the highest level of placement instability while black children had the lowest. It should be noted that there was a relatively small number of black children entering placement in 2016 (7/331 or 2%).

Ethnic Group	Foster Care Days for Children with Entries	Placement moves	per 1,000 days
Black	482	2	4.15
White	8,631	51	5.91
Latino	24,014	101	4.21
Asian/P.I.	.	.	.
Nat Amer	86	0	0
Missing	184	0	0
Total	33,397	154	4.61

Data Source: CWS/CMS 2016 Quarter 4 Extract.

Programs such as HOPE, an in home service aimed at helping a resource parent adjust and care for a child newly placed in their home, are finding success in Santa Barbara County.

During the workings of this process, it was confirmed that there are several successful strategies currently working toward placement stability. However there are multiple opportunities for improvement in this area, most notably in the area of relative approval, placement, and support. Additionally resource home recruitment has continued to be a challenge and CWS is committed to focusing on ways to recruit and retain resource homes through expansion of the Quality Parenting Initiative.

The Probation Department had a placement stability rate of .74% which is 556% of the Federal standard. While some youth end up being moved between programs several times while in care, many do remain in a single program or a second program after one

move after entering care. Some have exited group care and entered a foster care independent living arrangement.

Santa Barbara County Probation Placement Stability							
	2010	2011	2012	2013	2014	2015	2016
Rate of placement moves (per 1,000 days)	2.72	.81	1.82	3.6	1.55	.80	1.84

CWS/CMS 2017 Quarter 1 Extract.

More recently, many probation youth have transitioned from group care into non-minor dependency or to the home of a relative caregiver. Some of the moves captured in the data set include those cases where a youth was moved to a lower level of care as part of the process of reunification or exit to non-permanency. The average age for a youth on probation is generally 16.7 years. For those youth in foster care, exits to non-permanency are likely considering the various possibilities associated with reaching the age of majority after a year or so in care. Some youth in group care have moved to independent living arrangements, often with the same provider (for example, moving from a group care program in one location and then to a transitional housing program in another location, all through the same provider).

2 B Timely Response (Immediate & Ten Day Response Compliance)

County of Santa Barbara Timely Response: Immediate & 10-Day Response Referrals						
Immediate Statewide Goal 90% and 10-Day Statewide Goal 90%						
	Calendar Yr Q4 2010	Calendar Yr Q4 2011	Calendar Yr Q4 2012	Calendar Yr Q4 2013	Calendar Yr Q4 2014	Calendar Yr Q4 2015
Timely response -- immediate response compliance (%)	99.1	97.4	98.3	99.1	96.9	100
Seen by social worker w/in 24 hrs.	209	152	119	109	127	115
Timely response -- 10-day response compliance (%)	96.8	92.9	96.1	95.2	97.0	98.6
Seen by social worker w/in 10 days (n)	596	534	712	635	604	690

Analysis

This measure provides the percentage of child abuse and neglect referrals that require, and then receive, an in- person investigation within the specified time frame. Referrals with a status of attempted or completed are included

For immediate referrals, Santa Barbara County had maintained consistently exceeded the state and Federal guidelines of compliance. Performance on this measure is largely a result of careful monitoring through the use of Safe Measures. Although timely response is an area of strength for Santa Barbara County it remains a top priority and is one of the Department's Key Performance Indicators. This information is specific to CWS as this measure does not apply to Probation.

2F Monthly Visits (out of home)

County of Santa Barbara Monthly Visits by Year (out of home)						
Statewide Goal 95%						
	2010	2011	2012	2013	2014	2015
Months with visits (%)	84.6	92.1	96.4	95.4	97.6	98.5

Analysis

This measure calculates the percent of children in out- of- home care, who were required to have an in- person contact with a social worker, and who had at least one in- person contact during the month.

Santa Barbara County performs well in regard to timely Social Worker Visits with Child; only 16 out of 58 counties had a higher percentage rate of timely Social Worker visits. The State of California, in the All County Information Notice I-43-11 requires that all foster children under the jurisdiction of the court must be visited by their case worker each month that a majority of those visits must occur in the child's residence. Although this measure is an area of strength for Santa Barbara County there is room to improve in this measure. It remains a top priority and is one of the Department's Key Performance

Indicators. This information is specific to CWS as the CWS/CMS system does not track visitation for Probation Officers. Probation's performance for Q2 2016 is 86 percent.

Santa Barbara County Probation Monthly Visits by Year (out of home) Statewide Goal 95%					
	2012	2013	2014	2015	2016
Months with visits (%)	89.6	85.7	89.7	87.4	88.0

The Probation Department's ability to fully comply with this measure is hindered some by the fact that even those who have absconded from a program and are in warrant status still require the monthly visit. Probation youth can remain in warrant status for several months or longer and the Court does not routinely terminate a placement order while a youth is in warrant status for an extended period. DPOs regularly schedule timely visits with youth in care and are otherwise compliant with visitation requirements. The date of the actual placement and the distance of programs can impact visits as well. Probation youth are generally placed out of the county and sometimes out of State. In a few cases over the years, weather has prevented travel to a program resulting in an untimely visit.

2F Monthly Visits in Residence (Out of Home)

County of Santa Barbara Monthly Visits in Residence by Year (out of home) Statewide Goal 50%						
	2010	2011	2012	2013	2014	2015
Months with visits in residence (%)	93.7	95.2	93.7	93.9	95.5	94.0

Analysis

This measure calculates the percent of children in out- of- home care, who were required to have an in-person contact with a social worker, and who had at least one in-person contact during the month and where at least one of the contacts was in the placement facility.

Trends: The County is exceeding the statewide goal of 50% as well as the overall State rate of 79.5%. One reason why the CWS' rate is lower than the state is that the County

encourages workers to visit families in a variety of settings to better assess the families challenges and strengths under varied circumstances.

2S Monthly Visits

County of Santa Barbara Monthly Visits by Year (in home) California at 81.6%						
	2010	2011	2012	2013	2014	2015
Months with visits (%)	87.0	88.4	89.8	89.2	88.9	91.9

Analysis

This measure calculates the percent of children receiving in- home services, who were required to have an in- person contact with a social worker, and who had at least one in- person contact during the month.

Trends: The County's performance has been between 87% and 91.9% over the last six years which exceeds the state's average of 81.6%

2S Timely Monthly Visits in Residence (in home)

County of Santa Barbara Monthly Visits in Residence by Year (in home) California at 75.7%						
	2010	2011	2012	2013	2014	2015
Months with visits in residence (%)	76.0	83.1	86.8	87.4	81.4	79.8

Analysis

This measure calculates the percent of children receiving in home services, who were required to have an in- person contact with a social worker, and who had at least one in- person contact during the month and where at least one of the contacts was in the child's residence.

Performance on this measure may be impacted by the Voluntary cases that are included in the data. Because there is no court involvement, families with Voluntary cases sometimes are less engaged. Without court intervention, there is less incentive for them to participate fully in their case plan and it is sometimes hard to schedule monthly visits.

4A Siblings Placed Together in Foster Care (All & Some or All)

County of Santa Barbara 'All' Siblings Placed Together in Foster Care California at 49.8%						
	1/1/2011	1/1/2012	1/1/2013	1/1/2014	1/1/2015	1/1/2016
Placed w/ all siblings (%)	55.1	44.9	40.6	43.8	40.5	41.9
Placed w/ all siblings (n)	217	153	134	148	126	117

County of Santa Barbara 'Some or All' Siblings Placed Together in Foster Care California at 71.1%						
	1/1/2011	1/1/2012	1/1/2013	1/1/2014	1/1/2015	1/1/2016
Placed w/ some or all siblings (%)	74.1	71.0	64.2	63.0	57.9	62.7
Placed w/ some or all siblings (n)	292	242	212	213	180	175

Analysis

Sibling groups are identified at the county level, and not the state level. A sibling group size of “one” is used to signify a single child with no known siblings in the supervising county. Sibling groups are constructed from an unduplicated point in time count of all children who have an open placement episode in the CWS/CMS system. A set of sibling identifier variables (derived from the CWS/CMS Client Relationship table) and placement address variables (derived from the facility address information from the Placement Home table) are used to locate all whole, half, and stepsiblings, as well as maternal siblings. Santa Barbara County makes every effort to place with relatives whenever possible as this has proven an effective strategy to maintain siblings groups.

4B Least Restrictive Placement (Entries First Placement)

County of Santa Barbara Least Restrictive Placement for Children's First Placement							
	2010	2011	2012	2013	2014	2015	CA 2015
First placement: relative (%)	19.1	22.9	22.3	18.3	18.7	11.9	27.9
First placement: relative (n)	44*	46*	49*	39*	35*	18*	-
First placement: foster home (%)	29.1	33.3	24.1	15.5	12.3	31.1	15.3
First placement: foster home (n)	67	67	53	33	23	47	-
First placement: foster family agency home (FFA) (%)	47.8	38.8	48.6	60.6	63.6	49.7	43.0
First placement: FFA (n)	110	78	107	129	119	75	-
First placement: group (%)	3.9	5.0	5.0	4.7	5.3	5.3	11.3

First placement: group (n)	9	10	11	10	10	8	-
First placement: other (%)	-	-	-	.5	-	2.0	2.5
First placement: other (n)	-	-	-	1	-	3	-

*Given that our county participated in the pilot RFA program the data extracted from Berkley regarding relative placements is skewed. Berkeley is in the continued process of adjusting their data collective processes to address this issue so that relative placements are accurately represented.

Analysis

Santa Barbara County has generally exceeded the state average for relative placements however, has seen recent declines in this trend. Foster Family Agency placements are exaggerated because the County uses a Foster Family Agency for shelter bed placements, in addition to foster care.

Several important strategies for increasing the number of early relative placements have been finding success in Child Welfare Services. These include the continuing use of a full time home connections finder and the full implementation of the RFA process in the county. There was a slight increase in the rate of first entries to relative placements for Fiscal Year 15/16 to 25.7% (52/202). Efforts to secure and retain relatives as placements for children remain a top priority.

4B Least Restrictive Placement (Point in Time)

County of Santa Barbara Point-in-Time as of January 1, Ages 0 to 21							
	2010 (%)	2011 (%)	2012 (%)	2013 (%)	2014 (%)	2015 (%)	CA 2015 (%)
Pre-Adopt	1.2	1.0	1.3	0.6	2.3	1.2	2.3
Relative	37.2	36.0	32.5	33.7	31.4	27.2	35.0
Foster	11.0	11.7	13.2	8.5	7.1	11.5	9.0
FFA	35.9	33.1	31.4	34.0	35.7	35.3	24.9
Court Specified Home	-	-	-	0.4	-	0.2	0.4
Group	8.1	8.8	10.9	10.3	8.3	9.5	6.0
Shelter	-	-	-	-	-	-	0.2
Non-FC	-	-	-	-	-	0.2	0.5
Transitional Housing	1.6	1.5	1.7	1.4	2.1	1.8	1.8
Guardianship	3.3	5.1	5.6	6.0	4.5	4.0	11.1
Runaway	1.0	0.8	1.9	1.5	0.9	0.6	1.3

Trial home Visit	0.3	0.3	0.2	0.2	0.2	0.2	0.5
SILP	-	-	-	2.3	5.5	7.3	5.3
Other	0.3	1.5	1.3	1.2	2.1	1.0	1.6

Analysis

Santa Barbara County has generally exceeded the state average for relative placements however, has seen recent declines in this trend. Foster Family Agency placements are exaggerated because the County uses a Foster Family Agency for shelter bed placements, in addition to foster care. Santa Barbara County has historically exceeded the state average for group home placements. However, the most recent data indicated that our county has 22 youth remaining in Group Home Placements which is 5.4% which is below the state's average of 6%. This speaks to the commitment and ongoing efforts of our county to facilitate the movement of youth into lower levels of care when deemed appropriate.

4E ICWA Eligible Placement Status & Multi-Ethnic Placement Status

County of Santa Barbara Placement Status for Children with ICWA Eligibility by Age Group: January 1, 2016									
Age Group									
Placement Status	<1 (n)	1-2 (n)	3-5 (n)	6-10 (n)	11-15 (n)	16-17 (n)	18-21 (n)	Total (n)	Percent
Relatives	1	.	1	.	1	1	.	4	33.3
Non Relatives, Indian Substitute Care Provider (SCP)
Non Relatives, Non-Indian SCP	2	.	.	.	1	1	.	4	33.3
Non Relatives, SCP Ethnic Missing	1	.	.	1	8.3
Group Homes	2	.	.	2	16.7
SILP	1	1	8.3
Other	
Missing	
Total	3	.	1	.	5	2	1	12	100.0

Analysis

Santa Barbara County's ICWA rates are based on a small number of ICWA children placed in foster care. Only 12 foster children met the ICWA criteria. A point in time report from January 2016 reflects that 1 (8.3%) foster child was placed with non-relative, non-Indian (or unknown ethnicity) substitute care providers, 2 (16.7%) were placed in a group home and 4 (33.3%) were placed with a relative. There are no identified ICWA youth in placement for Probation. Placement preferences for ICWA eligible children are closely adhered to and every effort is made to work collaboratively with tribes to identify available resources for the child and family.

5 B (1) Rate of Timely Health Exams & 5B (2) Rate of Timely Dental Exams

County of Santa Barbara Timely Health & Dental Exams (Calendar Year)						
California at 83.2% for Health Exams & 56.7% for Dental Exams						
	Q4 2010	Q4 2011	Q4 2012	Q4 2013	Q4 2014	Q4 2015
Rate of timely health exams (%), Age 0 to 20	81.6	80.3	81.1	83.8	85.1	82.9
Timely health exams (n),	429	366	370	387	377	340
Rate of timely dental exams (%), Age 3 to 20	47.1	49.6	52.7	59.5	59.5	52.1
Timely dental exams (n)	202	185	193	225	217	173

Analysis

Although we have seen great improvement in this measure over the last year due to the addition of a Public Health Nurse to CWS, there is still improvement needed in this measure as performance is significantly lower than the state average. Santa Barbara County realizes that the low rate of children with timely medical/dental exams is largely attributable to inconsistent data entry into CWS/CMS. Additionally there is a lack of Dental providers in the county which negatively impacts timely dental care. Improvement in this measure will be a continued focus for Santa Barbara County CWS.

5F Authorized for Psychotropic Medication

County of Santa Barbara Children, Age 0-17 , Authorized for Psychotropic Medication (Calendar Year)						
California at 9.7%						
	Q4 2010	Q4 2011	Q4 2012	Q4 2013	Q4 2014	Q4 2015
Authorized for psychotropic medication (%)	8.1	10.6	11.8	11.7	13.7	15.5
Authorized for psychotropic medication (n)	49	59	63	61	67	66

Analysis

This measure reports the percentage of children in placement episodes with a court order or parental consent that authorizes the child to receive psychotropic medication.

In 2015, Governor Brown signed three Senate Bills (238, 319, and 484) geared towards reducing the amount of psychiatric medication prescribed to children in California's foster care system which has helped to bring attention to the disproportionate number of children in the foster care system that are prescribed psychotropic medications.

Locally, the use of our CWS Public Health Nurse has assisted in improving timely and accurate data entry related to court ordered psychotropic medications. Furthermore, CWS has initiated a routine quality assurance report on psychotropic medications and indicators as to whether there is a current court order. This measure places a focus of attention on the issue of psychotropics for children in care.

6 B Individualized Education Plan (IEP)

County of Santa Barbara Children, Age 0-18, with IEP (Calendar Year)						
California at 6.0%						
	Q4 2010	Q4 2011	Q4 2012	Q4 2013	Q4 2014	Q4 2015
Individualized education plan (%)	3.4	3.9	3.8	3.9	3.8	3.8
Individualized education plan (n)	20	21	20	20	18	16

Analysis

This measure reports the number of children in out- of- home placements who have ever had an IEP.

Santa Barbara County realizes that the low rate of children with IEP's is likely attributable to inconsistent data entry into CWS/CMS. Data for all students in Santa Barbara County reflects that 3.8% of youth have an active IEP and that percentage is likely higher among children in foster care. Improvement in this measure will be a continued focus for Santa Barbara County CWS.

8A Exit Outcomes for Youth Aging Out of Foster Care

County of Santa Barbara Outcomes for Youth Exiting Foster Care at Age 18 or Older* (Calendar Year)							
	Q4 2010	Q4 2011	Q4 2012	Q4 2013	Q4 2014	Q4 2015	CA 2015
Completed high school or equivalency (n)	1	0	2	1	1	2	578
Obtained employment (n)	1	1	1	1	1	1	409
Have housing arrangements (n)	4	2	2	1	1	4	695
Permanency connection with an adult (n)	6	2	5	1	1	4	739

* Q1 2015 data were used because Q1 is the most recent quarter for which comparison data for other years are available

Analysis

These measure reports quarterly outcomes for youth who exited foster care placement due to attaining age 18 or 19, or were under age 18 but were legally emancipated from foster care. The information reported for each youth is based on what is known about the youth's status at the month of exiting care. Because the data presented are just for one quarter and are based on the small number of youth exiting that quarter, percentages can vary significantly from one reporting period to the next.

In January 2012 the Transitional Services Unit was established to combine the group home, emancipating youth, and non minor dependents. This specialized unit will provide intensive case management and coordination to ensure our youth and non minor dependents are supported in their transition to adulthood and have important

connections, support and resources to achieve their goals and dreams.

Emancipation/Transition Planning conferences are held for all foster youth at age 17 ½ to assist youth with preparing for their emancipation/transition to extended foster care.

During the review the SB CWS ILP contract was put out to bid with a modification in which the contractor would devise a program in which both individual and classroom services are provided to address the educational, recreational, and life skills of youth. Family Care Network was awarded this contract and consists of one supervisor and two case managers.

Santa Barbara County also has an MOU with Family Care Network to provide both THPP and THPP-Plus services for transition age youth. The THPP-Transitional Housing Placement Program provides a safe living environment for youth 16-18 while helping youth learn and practice life skills in order to achieve self-sufficiency. The THPP-Plus program is for youth ages 19-24, who have emancipated from the foster care system. The program provides a greater degree of freedom while continuing to prepare the participants for self-sufficiency.

Santa Barbara County is fortunate in that the Workforce Investment Board Director is housed within the Department of Social Services. This has allowed for the development of a broader understanding of program and funding capabilities to better meet the needs of foster youth. Furthermore, foster youth have been identified as one of the target populations. The Workforce Investment Act (WIA) Youth component supports the youth of our community and their transition to working adulthood by addressing the development of the entire youth through a number of services including:

- Tutoring, study skills and instruction
- Alternative secondary school services
- Summer employment opportunities
- Work Experience
- Occupational Skills Training
- Leadership development
- Supportive services

- Adult mentoring
- Follow-up services
- Comprehensive guidance and counseling

SUMMARY ASSESSMENT

Populations at Greatest Risk of Maltreatment

Children 0-5, particularly infants less than one year old, were more vulnerable to abuse and neglect. In 2015, under-one-year-olds represented 5.9% of all children in Santa Barbara County, but 15.8% of all substantiated cases. Children less than 1 year of age also represent the highest number of entries into foster care at 20.6%, which is higher than any other age group.

The highest number of children with entries were Latino, representing over 70% of all entries. The second highest number of children with entries were White at approximately 27%. The number of Native American and African American children with entries is very small however they have disproportionately higher entry rates. Entrances in the Northern part of the county (Santa Maria, Guadalupe, Los Alamos, and Cuyama) are consistently higher than in Southern Santa Barbara County.

General neglect was consistently the number one cause of substantiated cases—in all age groups, for all years. General neglect in a family is often rooted in substance abuse, domestic violence, mental illness or caretaker incapacity/absence and is best addressed through prevention or treatment services for the caretakers.

County Strengths/Areas Needing Improvement/Next Steps in C-CFSR Cycle

The County Self Assessment process confirmed many strengths and challenges of Prevention, Child Welfare, and Probation. Input was given by Department staff as well as Community Based Organizations, Consumers, and Community Members. Although the

discussion of outcome measures guides the process, the cornerstone of analysis lies in consistently reliable data regarding service provision. Over time strides have been made in data integrity, however, competing priorities for staff time can result in missing information, delayed entry, and concerns for overall accuracy. Given this situation it is important to note that outcome measures do not always accurately tell the entire story. The economy of Scale in many measures means that one number, one child, or one family, may be the difference between success or failure in meeting state or federal standards. It is within this framework that the following strengths, challenges, and recommendations should be considered.

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

Identified Strengths and Resources in Santa Barbara County that work toward improving this outcome include:

- Front Porch/Differential Response
- Voluntary Family Maintenance Services
- Evidence based Parenting Programs (Nurturing Parent, Incredible Years)
- Substance abuse services
- Safety Organized Practice
- Trauma informed practices

Areas in need of further improvement include:

- Lack of staffing resources may lead to incomplete assessment of complex family situations.
- Inconsistent usage of TDM
- Improved Communication and interagency collaboration
- Timely implementation of services

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

- Continue to use CAPIT/CBCAP/PSSF funding for prevention efforts and lowering the recurrence of maltreatment
- Continue to fully utilize Differential Response and explore opportunities for enhanced collaboration and target intervention

- Increasing collaboration efforts with relatives, family advocates, youth, and parent partners
- Consistent Use of TDM/CFT

Children are maintained safely in their homes whenever possible and appropriate

Identified Strengths and Resources in Santa Barbara County that work toward improving this outcome include:

- Intensive In-Home Services (IIHS)
- Voluntary Family Maintenance Services
- Safety Organized Practice
- Family Engagement practices

Areas in need of further improvement include:

- Consistent Communication with Social Worker
- Greater access to Services

Strategies for the future include:

- Early engagement and orientation to families
- Continue to Implement Safety Organized Practice and integrate with Structured Decision Making to provide Social Workers with practice strategies and concrete tools to enhance family engagement
- Behaviorally Based Case Plan Objectives
- Progressive Visitation

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

Identified Strengths and Resources in Santa Barbara County that work toward improving this outcome include:

- Family Treatment Drug Court
- Intensive Family Reunification Program
- Parent Partner Program

- SB163 Wraparound Program
- Foster Parent training and support (Kinship Care Education Program, Trauma informed Training, FPRRS, QPI)

Areas in need of further improvement include:

- Increase in continuances and number of contested court hearings that delay time to reunification and 366.26 hearings.
- Lack of placement resources in county, especially for sibling groups, high needs, and older youth
- Reunification timeframes are not realistic for many families that are struggling with complex issues such as substance abuse, mental health, and domestic violence.
- Housing options

Strategies for the future include:

- Develop placement resources in county, especially for sibling groups, high needs, and older youth
- Continue to explore ways to achieve smaller caseloads for Social Workers
- Continue to work with Court Partners to reduce number of continuances and contested hearings
- Continue to explore permanency options for high needs and older youth

The continuity of family relationships and connections is preserved for children

The following strengths were identified:

- Child Welfare Services is successful in placing foster youth with relatives, which often helps to preserve sibling groups
- Use of Home Connection Finder for initial and ongoing family finding efforts

Areas in need of improvement include:

- Lack of placement resources in county, especially for sibling groups, high needs, and older youth
- Consistent Visitation

Strategies for the future include:

- Continue to increase number of first placement entries with relatives
- Develop placement resources in county, especially for sibling groups, high needs, and older youth

Children receive services appropriate to their educational needs

The following strengths were identified:

- Foster Youth Services Coordinating Program
- ILP program
- Public Health nurse

Areas in need of improvement include:

- Gathering information needed for the Health and Education Passport, and consistent timely entry into CWS/CMS

Strategies for the future include:

- Develop a uniform process for collecting the information needed for the Health and Education Passport, and inputting the data into CWS/CMS.
- Implementation of Foster Focus system - web-based service that allows education officials and social workers to electronically access educational information such as a standardized test scores, GPA, enrollment history and reports on learning disabilities

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

The following strengths were identified:

- Public Health Nurse co-located with CWS
- Child Welfare Services has an established procedure and quality assurance report for the use of psychotropic medications
- Katie A Assessments

Areas in need of improvement include:

- Consistency of data entered into CWS/CMS
- Timely exchange of health records between agencies and placement resources
- Greater accessibility to trauma informed services

Strategies for the future include:

- Continue to improve timeliness and access to Services
- More support for birth parent and resource family relationships
- Earlier intervention and greater availability of crisis services

Service array gaps and needs

County Self Assessment Participants noted that Santa Barbara County is fortunate to have a well developed array of services, programs and activities provided by the public, private profit and nonprofit organizations that support the mission of prevention, Child Welfare Services, and Probation. The majority of gaps identified were not because the services did not exist, instead primarily because barriers and limits to access existed due to issues of capacity, location, transportation, bilingual-bicultural availability, or funding. The most frequent need cited in regards to services were timely access and the need for more in-home services for families and caregivers.

Summary of the Outcome Data Measures and Relevant Data Trends

Child and Family Services Review (CFSR) 3 measures - Child Welfare Services

Measure	Federal Standard	Santa Barbara County Performance	Performance related to standard
3-S1 Maltreatment in Foster Care	8.5	6.47	131%
3-S2 Recurrence of Maltreatment	9.1	5.1	178%
3-P1 Permanency in 12 months (entering foster care)	40.5	30.3	75%
3-P2 Permanency in 12 months (in care 21-23 months)	43.6	47.9	110%
3-P3 Permanency in 12 months (in care 24 months +)	30.3	36.4	120%
3-P4 Re-entry to foster care within 12 months	8.3	15.9	52%
3-P5 Placement Stability	4.12	4.31	96%

CWS continues to perform well on Safety Measures 3-S1 and 3-S2, consistently exceeding the Federal Standard for each. Performance on Permanency Measures have seen some modest improvement. CWS continues to struggle to meet Measure 3-P1 but exceeds the federal standards for 3-P2 and 3P-3. Performance on 3-P4 has declined slightly over the last few years as timely reunification has increased. Performance on 3-P5 has continued to improve and is approaching the federal standard.

Child and Family Services Review (CFSR) 3 measures - Probation

Measure	Federal Standard	Santa Barbara County Performance	Performance related to standard
3-S1 Maltreatment in Foster Care	8.5	0	N/A
3-S2 Recurrence of Maltreatment	9.1	N/A	N/A
3-P1 Permanency in 12 months (entering foster care)	40.5	21.4	53%
3-P2 Permanency in 12 months (in care 21-23 months)	43.6	33.3	77%
3-P3 Permanency in 12 months (in care 24 months +)	30.3	37.5	124%
3-P4 Re-entry to foster care within 12 months	8.3	16.7	50%
3-P5 Placement Stability	4.12	.74	555%

Probation continues to perform well on Safety Measures 3-S1 consistently exceeding the Federal Standard. Probation continues to have challenges in meeting Measure 3-P1 but has seen modest improvement in 3-P2 and exceeds the federal standard for 3P-3. Performance on 3-P4 has been variable over the years and is impacted by very small numbers making it difficult to achieve if even one child re-enters. Performance on 3-P5 continues to be a strength and consistently exceeds the federal standard.

Demographic information indicates that Santa Barbara County is fairly stable in it's population, cultural diversity, income, and employment. Santa Barbara County is comprised of two distinct regions. The Santa Maria, Lompoc, and Santa Ynez Valleys (collectively referred to as "North County") and the Santa Barbara coastal region ("South County") are geographically separated and have divergent priorities. There are distinct economic, cultural and political differences between "North" county and "South" county. Additionally, there are significant differences in the array of services available to children and families in the various communities and regions. Given the distances and lack of transportation between communities, families in need of services are in large part limited

to accessing local resources, which may have long waiting lists. This becomes increasingly complicated when children are placed outside of their communities, resulting in difficulty coordinating visitation and service delivery for families. In addition, bilingual and bicultural services in the north county are inadequate, and at times result in unacceptable wait times for services.

The high cost of housing continues to be a countywide concern and the majority of the county population is priced out of the housing market – particularly in South County. The major growth in housing – and thus population - has been in the Santa Maria and Lompoc regions. The high cost of housing in the South County also creates serious challenges in recruiting foster homes, recruiting and retaining staff, and developing transitional housing for all former foster youth.

Summary of the Effect of Systemic Factors on Outcome Data Measures and Service Delivery

Several systemic factors have been identified that impact outcome data measures and service delivery. Timely accurate data entry into CWS/CMS continues to be a concern. Over time strides have been made in data integrity, however, competing priorities for staff time can result in missing information, delayed entry, and concerns for overall accuracy. CMS/CWS continues to offer limited functionality for Probation.

The Juvenile Court process also impacts outcome data measures and service delivery. Continuances contribute to delays in timely reunification and permanency, resulting in longer stays in foster care.

Workload Growth and high vacancy rates in CWS also impact outcome data measures and service delivery. While the workload due to new mandates has continued to increase, the challenges of recruiting and retaining an adequate work force remained. A high vacancy rate of both workers and supervisors due to turnover, retirements, and leaves of absence along with difficulty recruiting qualified workers makes improvement in outcomes and service delivery challenging, but not impossible.

Summary of Progress, Challenges and Overall Lessons Learned from the Previous SIP

For CWS the following CFSR 2 federal outcomes were identified as the focus areas for the previous SIP:

Focus Area

S1.1: No Recurrence of Maltreatment

Strategies

1. Continue to partner with contracted providers, First 5, and the network of family resource centers to expand the differential response program and evidence based services such as Incredible Years, PCIT, and SafeCare® to all communities within Santa Barbara County.
2. Develop an integrated Safety Organized Practice model that will serve to enhance and strengthen current family engagement efforts and Structured Decision Making (SDM) Assessments.
3. Expand and Integrate Family Centered Practices such as Father Engagement and Parent Partners into current service delivery models.
4. Continue to collaborate with County Alcohol Drug and Mental Health Services, contracted providers, and Domestic Violence Solutions to increase availability and timeliness of services to families being served by CWS

Progress/Challenges

Through a focus on prevention, early intervention, and strengthening the relationship with Community partners, CWS was able to achieve a decrease in the recurrence of maltreatment in order to meet or exceed the federal standard. Overall CWS was able to successfully implement that above strategies to achieve the goal. However the availability of evidence based services as well as access to timely services continues to be a challenge throughout the County.

Focus Area

C1.1: Reunification within 12 months (exit cohort)

Strategies

1. Improve current family visitation services and practices by increasing the number of quality visitation opportunities available to families in the least restrictive environment.
2. Promote opportunities for family engagement by increasing the number of Team Decision Making meetings held
3. Continue to collaborate with Court Stakeholders to replicate practices that enhance timely reunification and minimize court delays by expanding the number of families served in Family Drug Treatment Court.
4. Strengthen social work practices through implementation of a core social work practice model.

Progress/Challenges

Although CWS was not able to achieve the goal to increase the number of children discharged to permanency within 12 months of entering foster care to 36.5% it did marginally improve performance from 30.1% to 32%. Although Visitation opportunities were increased resources continue to be a challenge limiting further expansion. The number of TDM meetings held increased and are anticipated to continue expanding as the CFT framework is implemented. The Family Drug Treatment Court was expanded to South County as planned but was subsequently discontinued as the small number of families served in South County did not make it financially feasible to continue. Santa Barbara County is participating with the state in implementation of the CWS Core Practice Model and is currently working toward implementation of a local practice model that includes safety-organized practice, the Structured Decision Making® system, and trauma-informed approaches to ensure that during all phases of a CWS case—assessment, decision making, safety planning, case management—social workers,

children, parents, and stakeholders would have a clear understanding of, and full partnership in, the process.

Focus Area

C4.3: Placement Stability: Two or Fewer Placements (at least 24 months in care)

Strategies

1. Improve retention of resource families through continued expansion of the Quality Parenting Initiative.
2. Keep youth connected with their community and culture by increasing the number of placement resources in county for sibling groups, high needs, and older youth.
3. Revitalize relative approval process in order to increase the number of relative/NREFM placements and first entries to relative placement
4. Provide increased support and training to relative/NREFM placements.

Progress/Challenges

Although CWS did not meet the goal of decreasing the rate of placement moves per day of foster care to 4.12% we were successfully able to decrease the rate from 5.97% to 4.52%. CWS focused on expanding the Quality Parenting Initiative to include regular workgroup meetings. In addition CWS was able to successfully increase the number of in county placement resources through the “Our County Our Kids” Campaign. CWS was also able to improve the number of first entries to relative placement achieving over 25% for the first time in 2016. Additionally CWS was able to provide increased support and training to relatives and NREFMs through implementation of the Resource Family Approval Program and increased funding available through the FPRRS Program.

For Probation the following CFSR 2 federal outcome was identified as the focus areas for the previous SIP:

Focus Area

C1.1: Reunification within 12 months (exit cohort)

Strategies

1. Increase the number of visitation opportunities for families in order to enhance the parent youth relationship.
2. Increase the number of Probation youth in relative/NREFM placements.

Progress/Challenges

Although Probation was not able to achieve the goal to increase the number of children discharged to permanency within 12 months of entering foster care to 36.5% it has been steadily improving on this measure over the last 4 quarters. Probation has noticed some improvement in the frequency of parental visitation. Barriers continue to exist due to the majority of youth being placed out-of-county and financial constraints of many of those parents limit their ability to travel. Probation Officers have been actively working with the placements to provide travel assistance to the parents when appropriate and increasing the utilization of video visits via the internet. The majority of youth continue to be in group care due to the nature of their offenses (such as sex offenders) or because they represent some of the more difficult and complex cases to treat and manage.

Next Steps and Initial Strategies in the C-CFSR Cycle

Through the CSA planning process, the following federal outcomes and were identified as the focus areas for the next SIP:

1. 3-P1: Permanency in 12 months - CWS
2. 3-P5 Placement Stability - CWS
3. 3-P1: Permanency in 12 months – Probation

Although these outcomes were focus areas in the previous SIP and modest improvement has been achieved Santa Barbara County remains cautiously optimistic that new targeted strategies will produce continued sustained positive direction toward improvement goals. To that end CWS and Probation will continue to work together with stakeholders to develop and assess the suggested strategies for possible inclusion in the SIP.

GLOSSARY

A

AFDC-FC – Aid to Families of Dependent Children – Foster Care is a federal program that provides for monthly payments to foster parents caring for foster youth.

AIU - Assessments and Investigation Unit is the Santa Barbara County CWS unit that investigates child abuse and neglect referrals and, if necessary places children in protective custody and initiates Juvenile Court action.

B

Beyond the Bench - is a Statewide Superior/Juvenile court forum for judges and attorneys involved with Juvenile court matters for child Welfare Services and Probation.

Blue Binder - Local Probation term used to refer to a minor's Health and Education Passport; we use blue binders for easy tracking of documents

C

CAC - Community Action Commission is a local CBO (community based organization) that administers a variety of human services programs.

CADA - Council on Alcoholism and Drug Abuse is a CBO which serves the South County region provides substance abuse services such as Adult Treatment Program, Perinatal Treatment Program, Detox, and Adolescent Treatment program.

CALM - Child Abuse Listening and Mediation is a local CBO that provides therapeutic services to children and families.

Camp - Los Prietos Boys Camp; a secure detention facility used as a commitment facility.

CAPC – Child Abuse Prevention Council.

CASA - Court Appointed Special Advocates who are appointed by the court to support foster children in the CWS system.

Casa Pacifica - is a public/private partnership residential treatment center offering a wide range of assessment, crisis care, medical and educational services for abused and neglected children. They are also the contract provider for SB 163 (*See below*).

CBO – Community Based Organization.

CDSS – California Department of Social Services (State).

CEC - Counseling and Education Center; Probation school day program, on-site at Probation, in both Santa Maria and Santa Barbara.

Children’s System of Care (CSOC)/Enhanced Care - (formerly MISC) is a collaboration of CWS, ADMHS, Probation, and Public Health. The collaboration provides services to high-risk youth and their families.

CSS - Children’s Services Screener is a mental health screener who assesses children and their families who are entering the Juvenile Dependency system as well as children and families who are being served through CWS Voluntary Family Maintenance services.

CIU - Central Intake Unit is the Santa Barbara County CWS unit that receives child abuse and neglect referrals, evaluates them in terms of statutory definitions for CWS involvement and for immediate safety considerations, as well as to the choice of response time and for the path of response, such as Differential Response. (*See below*)

CMS - Case management System, is the statewide database that CWS staff use to do referral and case management.

Concurrent Planning (CP) - is the process of immediate, simultaneous, and continuous assessment and case plan development providing options to achieve early, family-based permanency for every child removed from his/her family.

Court/241.1 – Refers to the Welfare and Institution Code 241.1 whereby the court can order a study to be done jointly by CWS and Probation to determine whether a child belongs under a CWS or Probation jurisdiction.

Court Unit - is the unit that receives cases from the AIU unit, writes Juvenile Petitions, and manages cases received from the AIU unit until such time as the Disposition Hearing occurs. The county-wide unit is comprised of Court Hearing Officers, who present CWS cases in Juvenile Court.

CRIS/211 - Community Resources Information Services is a local Santa Barbara County guidebook and web based directory to public and private human services and resources assembled by the local CBO CAC.

CSU – California State University (LB – Long Beach, F – Fresno).

CWS – Child Welfare Services.

CWS/CalWORKS Linkages (“Linkages”) – intra-agency partnership to better facilitate service delivery and case planning between CWS and CalWORKS.

CWS/CMS – Child Welfare Services/Case Management System is the statewide database that CWS staff use to do referral and case management.

CWSOIP – Child Welfare System Outcome Improvement Project.

CWS OPS – CWS Operations Group.

D

Differential Response – Is a system of responding differentially to all referrals of child abuse and neglect made to the Hotline/Intake (CIU). Every referral is evaluated in terms of statutory definitions for CWS involvement for immediate safety considerations; for the choice of response time for the initial face to face interview and for the path or response. Children can be referred to a community network of response, with the parents’/caretakers’ approval.

DSS – Department of Social Services.

DV Solutions - Domestic Violence Solutions is a local CBO which provides support and services to victims of Domestic Violence.

E

ESL – English as a second language.

ECMH – Early Childhood Mental health is a local initiative to extend mental health and developmental services to children birth to 5 years of age.

F

Family Resource Centers - are community based neighborhood centers providing multiple services at local sites, countywide.

Family Services Unit - is the Santa Barbara County CWS Unit that serves all Voluntary Family Maintenance cases.

Family to Family (FTF) - is an initiative to engage the community to better serve children and families.

Families for the 1st Decade – is a Santa Maria City community based collaboration between human services and the schools to address the needs of educationally limited low-income neighborhoods.

Family Drug Court Initiative – an exploratory group sponsored by the Public Defender.

Family Resource Centers – community based neighborhood centers providing multiple services at local sites countywide.

Family Violence Coalition – Regional groups to address Domestic Violence and how it impacts other agencies including CWS.

FDTC – Family Drug Treatment Court.

FFA – Foster Family Agency.

First Five Commission – the governing body for the administration of Prop. 10 child development funds.

Five (5)P's – Purpose, principles, processes, people, performance.

FM - Family Maintenance is a term used by CWS for services delivered to families and children, while the children are residing in the family home. The services are designed to provide in-home protective services to remedy neglect and abuse. FM can be either voluntarily arranged (VFM), (*see below*) or ordered by the Juvenile Court.

FR - Family Reunification is a term used by CWS for services provided to families and children, while the children are residing in out of home placement. The services are designed to remedy neglect and abuse.

Front Porch - is a program operated by Community Action Commission under contract with Santa Barbara County to serve lower risk families. They provide Differential Response services.

FSNA – Family Strengths and Needs Assessment.

FUP – Family Unification Program – Federal program to provide subsidized housing for CWS families to promote family preservation and reunification.

G

Good Samaritan - is a CBO which serves the North County region which acts as an umbrella for various projects, programs, and services including: emergency shelter, transitional shelter, TC House Project P.R.E.M.I.E, First Steps, Recovery Point, Acute Care, and Acute Care Detox.

H

HCF-Home Connection Finders - is a service provided by a CBO which attempt to identify and locate relatives, extended non-related family members, or individuals important to the child, for possible placements for children as well as for individuals who can be lifelong connections for a child.

Head Start – is the Federal program to assist low-income children and their families.

Healthy Start – school based health services.

HIPAA – Health Insurance Portability and Accountability Act (Federal).

HOPE - Helping Others in Parenting Environments is a program of intensive in-home services available to foster home and extended family home placements. The providers are CALM and Santa Maria Valley Youth and Family Center.

I

IAPC – Inter Agency Policy Council.

IDT – Information and Data Team – SBC-DSS committee formed to turn data into useful information for workers, supervisors and managers.

ILP - Independent Living Program is a program which supports foster youth toward self-sufficiency. It is managed by CWS and contracted out to Community Action Commission.

J

Juvenile Court “Brown Bag”- is an ongoing meeting convened by the Juvenile Court judges to facilitate better collaboration between judges, attorneys, CWS, and Probation.

K

KIDS Annual Report and Scorecard – contains performance statistics and measures for children in Santa Barbara County for various agencies from DSS, Probation, Public Health, Health Care, census data, and others.

KIDS Network - Kids Interagency Delivery System is a network of children service agencies sponsored by the Board of Supervisors and DSS.

Kin-Gap – Kinship Guardian Assistance Payment.

L

Life Skills Educator/Mentor Services - is a program developed to support and educate parents who are raising children to create a home environment that is safe, healthy, and fosters the child's age appropriate development. CWS families who are at risk of having their children removed or who have had their children removed due to neglect can receive these services.

Linkages - is an intra-agency partnership to better facilitate service delivery and case planning between CWS and Cal WORKS. Common families are identified and documented in a referral.

M

MHAT – Mental Health Assessment Team (SB County) – provides emergent concern and immediate response to assess the mental health status of families in crisis.

MHSA – Mental Health Services Act.

MISC - Multi Agency Integrated System of Care is Santa Barbara County's Children's System of Care, collaboration between Mental Health, DSS, Probation, and Public Health, as well as CBOs that include CAC, CALM, and Santa Maria Valley Youth and Family Center.

N

Noah's Anchorage – YMCA Youth Crisis Center.

NREFM- Non-relative Extended Family Member - a caregiver who has an established familial or mentoring relationship with the child.

O

OP - Short for Office Professional; a member of support staff working with staff in a clerical capacity.

P

PA - Short for Probation Assistant; a member of the support staff working on a case in a paraprofessional capacity.

PARP – Parent’s and Reading Partners.

PAARP - Private Adoption Agency Reimbursement Program provides reimbursement to private adoption agencies through CDSS for completing adoption home studies that result in adoption of youth from foster care.

Permanency Unit - Santa Barbara County CWS unit that provides services to children in out of home placement with the goal of achieving family based permanency. It includes children who are in adoptive planning.

PO/DPO/DPO Sr. - Short for Probation Officer, Deputy Probation Officer, or Deputy Probation Officer Senior; provide direct case work service.

PP-Permanency Placement Services - term used by CWS for services that are designed to provide an alternate permanent family for children who cannot safely remain home and who are unlikely to return home.

PRC - Placement Review Committee is a multi disciplinary team type of meeting held every week which involves Probation staff, mental health representatives, education representatives, and Child Welfare services focused on discussing Probation cases and whether they are appropriate for consideration of removal from the home for a court recommendation resulting in extra parental placement.

PRIDE - Parents’ Resources Information Development Education is a training curriculum provided by Santa Barbara City College and Allan Hancock College to enhance foster parent training for relatives and non-relatives.

PRO-292/Yellow Sheet - Probation department form used to open and/or close a bed for a Probation placement case.

Promotores – Community Health Workers for migrants.

Provider Network ACCESS - is the function, provided by ADMHS, whereby social workers request services for CWS cases from an approved Provider Network.

PSA-Placement Search Assistant provides CWS support by locating available and appropriate foster or group home placements for children.

PSSF – Promoting Safe and Stable Families (Federal).

R

Regional Training Academy - (or Training Academy) is the regional provider for CWS Training.

Resource Family - foster family, (relative or non-relative).

S

SAFTY – The 24/7 mobile crisis response to children with complex emotional and behavioral needs.

SARB – School Attendance Review Board.

SART – Sexual Assault Response Team is a County-CBO collaboration between DSS, Law Enforcement, District Attorney, Health Care Services, and CALM to provide coordinated investigation of sexual assault.

SB163 Wraparound (DSS) - is a collaboration of CWS, Probation, ADMHS, parent partners, and CBOs whose focus is to reduce the number of children placed in high level group homes in and out of Santa Barbara County by providing creative, flexible services and supports to youth and their families.

SB 163 Wraparound (PROB) - Intensive, wraparound services utilized to return a minor home from placement or prevent a minor from going to placement; services focus on engaging the entire family in rehabilitation and changes in thinking to maintain stability in the home.

SCI – Special Care Increment.

SDM - Structured Decision Making is a tool utilized by CWS staff to help them in making critical case assessments and decisions in order to minimize the trauma of child maltreatment and to prevent its recurrence.

Special Education Local Plan Area (SELPA) - consortium of participating school districts formed to ensure that quality special education programs and services are available to meet the individual needs of special education students.

Shelter Services for Women - is a local CBO providing services to victims of domestic violence.

SMVYFC -Santa Maria Valley Youth and Family Center is a CBO providing services to children and families in North County (Santa Maria, Guadalupe, Casmalia,) including therapy and parenting classes.

SPO - Short for Supervising Probation Officer; equivalent to the role of first line supervisor.

STOP – Supportive Therapeutic Options Program.

T

T's & C's - minor's terms and conditions of probation; a case specific set of rules.

TAPP – Teen Age Parenting Program.

TAY – Transition Age Youth.

TBS - Therapeutic Behavioral Services is a mental health service available to Medi-Cal eligible youth under 21 years of age who have serious emotional problems.

Therapeutic Justice Advisory Council – interagency policy level council formed to promote and advance alternate court models such as Mental Health Treatment Court and Teen Drug Court.

TDM - Team Decision Making meetings where CWS concerns, family strengths, and resources supports are identified and discussed between CWS, birth families, service providers, youth, and natural family supports. TDMS are used:

TFC - Therapeutic Foster Care is a CWS, CALM, and SMVYFC collaboration to enhance resource, training and support for resource parents who care for children with serious behavioral and emotional needs.

THPP- Transitional Housing Placement Program is a Community Care licensed placement opportunity for youth ages 16-18 that are currently living in a foster care placement. The goal of the program is to provide participants safe living environments while helping them learn and practice life skills in order to achieve self-sufficiency.

THPP-Plus - certified placement opportunity for youth ages 19-24, who have emancipated from the foster care system. The program provides the greatest amount of freedom possible in order to prepare the participants for self- sufficiency.

TPR – Termination of Parental Rights.

Tri-Counties Regional Center - contract agency with the State of California that provides supports and services for children and adults with developmental disabilities living in San Luis Obispo, Santa Barbara and Ventura Counties.

U

UCB Performance Indicators – are done by UC Berkeley, Center for Social Services Research.

UCSB Evaluations – U. C. Santa Barbara provides research support and analysis for DSS and Probation, and child fatalities

VAFB – Vandenberg Air Force Base.

Visitation Specialist - contracted service which provides transportation and/or supervision of visitations between children in placement and their families.

VOP/§777 - Violation of Probation pursuant to §777 W&IC filed with the court outlining how a ward of the court has failed to follow the terms and conditions of probation as the court has set them down for the minor.

W

W& IC - Welfare and Institutions Code.

Ward/§602 - A minor who is on formal Probation pursuant to §602 W&IC.

WEB - Welcome Every Baby is a county wide home visitation program serving newborn children through age 9 months.

WIA – Workforce Investment Act.

WIB – Workforce Investment Board.

APPENDIX

Santa Barbara County Departments of
Child Welfare Services and Probation

Cordially invite you to participate in the
County Self -Assessment

INFORMATION:

DATE: Tuesday,
December 6, 2016

TIME: 1-4pm

PLACE: Santa Ynez
Valley Marriott
555 McMurray Rd.
Buellton, CA

Please RSVP by
December 1st to:

Cathy DeCaprio-Wells

Email: [c.decaprio-
wells@sbcsocialserv.org](mailto:c.decaprio-wells@sbcsocialserv.org)

Phone: 805-346-7554



Please join Santa Barbara County Child Welfare Services and Probation Departments for their 5 year County Self -Assessment (CSA). The CSA requires that each county evaluate its strengths and needs, from prevention through the continuum of care, and this strategic planning and evaluation session incorporates feedback from our stakeholder partners. Your vital input will help shape the focus of the next System Improvement Plan (SIP) for both departments.



You are cordially invited to attend the

Peer Review

Orientation & Luncheon

Hosted by

Santa Barbara County Child Welfare Services

On Monday, January 23, 2017

11:00 a.m. – 12:30 p.m.

The Radisson Hotel

3455 Skyway Dr., Santa Maria, CA

Please join us for Santa Maria Style BBQ and Peer Review

Orientation

Please RSVP by Jan. 17th to

Lisa Garrison

l.garrison@sbcsocialserv.org

(805) 346-8265

Santa Barbara County Child Welfare Services and Probation Self Assessment

Welcome!!!!
December 6, 2016



County Self-Assessment (CSA) Who's Who?

- Devin Drake - Santa Barbara County Adult and Children's Services Deputy Director
- Amy Krueger - Santa Barbara County Adult and Children's Services Division Chief
- Brian Swanson - Santa Barbara County Probation Division Chief
- Mark Miller - Central California Training Academy
- Donelle Swain and Josephine Wilson - CDSS

Overall Goals

- If we do our work successfully today we'll have:
 - Fostered and furthered our connection, commitment and partnership for ongoing work.
 - Increased our understanding of the County Self Assessment process.
 - Increased our understanding of shared progress to date. (System Improvement Plan)
 - Identified several key outcome areas to work on.
 - Provided input regarding these outcome areas to set direction going forward.



CSA Agenda

- Welcome, introductions and overview 1:00-1:15
- Participant introductions 1:15-1:25
- County self assessment process 1:25-1:40
- Looking back to look forward 1:40-2:00
 - Review of progress
 - Current data
 - Focus areas:
 - Permanency
 - Re-entry
 - Placement stability
- Preparing for table work 2:00-2:05
- Break 2:05-2:15
- Permanency 2:15-2:45
- Re-entry 2:45-3:15
- Placement stability 3:15-3:45
- Summary and wrap up 3:45-4:00

Introductions and Connections

Briefly introduce yourself to the people at your table.

- Your primary role within our community.
- Your interaction with Child Welfare Services and/or Probation

**One aspect of experience or education greatly influenced or most prepared you for the work that you do?*



Parking Lot – Lingering Questions

- A resource for questions or points of discussion we can't get to today but which represent areas where you'd like to stay engaged or informed.



Looking Back to Look Forward: Areas of 2012-2017 SIP Focus

Child Welfare Services:

1. No Recurrence of Maltreatment
2. Reunification within 12 months
3. Placement Stability

Probation:

1. Reunification within 12 months



CWS

No Recurrence of Maltreatment

Santa Barbara County's performance:

- Federal Standard: **94.6%**
- Santa Barbara County's initial performance measure in 2012: **90.7%**
- Santa Barbara County's improvement goal: **94.6%**
- Santa Barbara's most recent performance measure in 2015: **94.6%**

No Recurrence of Maltreatment

Strategies and Accomplishments

- Strengthen collaboration between Child Welfare Services and community partners to enhance and expand evidence based practices and services that are currently working in the community to reduce child abuse and neglect
- **Strengthen Structured Decision Making (SDM)** assessments and family engagement efforts by integrating the Safety Organized Practice (SOP) model
- Expand and integrate family centered practices such as Father Engagement and Parent Partners into current service delivery models

CWS

Reunification within 12 months

Santa Barbara County's performance:

- Federal Standard: **75.2%**
- Santa Barbara County's initial performance measure in 2012: **42.4%**
- Santa Barbara County's improvement goal: **58.8%**
- Santa Barbara's most recent performance measure in March 2016: **55.6%**

Reunification within 12 months

Strategies and accomplishments

- Improve current family visitation services and practices by increasing the number of quality visitation opportunities available to families in the least restrictive environment
- CWS will promote opportunities for family engagement by increasing the number of Team Decision Making (TDM) meetings held
- CWS will continue to collaborate with Court Stakeholders to replicate practices that enhance timely reunification and minimize court delays by expanding the number of families served in Family Drug Treatment Court (FDTC)
- CWS will strengthen social worker practice through implementation of a core social work practice model

CWS

Placement Stability

Santa Barbara County's performance:

- Federal Standard: **41.8%**
- Santa Barbara County's initial performance measure in 2012: **28.2%**
- Santa Barbara County's improvement goal: **35%**
- Santa Barbara's most recent performance measure in 2015: **36.4%**

Placement Stability

Strategies and accomplishments

- Improve retention of resource families through continued **expansion of the Quality Parenting Initiative (QPI)**
- Keep youth connected with their community and culture by **increasing the number of placement resources** in county for sibling groups, high needs, and older youth
- **Revitalize relative approval process** in order to increase the number of relative and non-related extended family member (NREFM) placements and first entries to relative placement
- Provide increased **support and training** to relative/NREFM placements

Probation

Reunification within 12 months

Santa Barbara County's performance:

- Federal Standard: **75.2%**
- Santa Barbara County's initial performance measure in 2012: **37.5%**
- Santa Barbara County's improvement goal: **50%**
- Santa Barbara's most recent performance measure in March 2016: **28.6%**

Reunification within 12 months

Strategies and accomplishments

Probation

- Increase the frequency and **quality of parent-youth contact** and enhance the parent-youth relationship
- develop strategies for assisting families in **overcoming barriers to visitation**, such as transportation and video conferencing for parents and youth in out of county foster care
- **Establish clear transitional plans** with identifiable milestones for youth and parents to increase the likelihood of successful reunification
- **Increase the number of relative placements** to facilitate successful reunification and enhance permanency options

Statewide Data Indicators: CFSR2 vs. CFSR3

- Fewer and simpler measures
- Greater reliance on entry cohorts
- More opportunity for CQI innovation



Child and Family Services Review (CFSR) 3 measures - CWS

Measure	Federal Standard	Santa Barbara County Performance	Performance related to standard
3-S1 Maltreatment in Foster Care	8.5 ↓	6.47	75%
3-S2 Recurrence of Maltreatment	9.1 ↓	5.1	78%
3-P1 Permanency in 12 months (entering foster care)	40.5 ↑	30.3	75%
3-P2 Permanency in 12 months (in care 21-23 months)	43.6 ↑	47.9	110%
3-P3 Permanency in 12 months (in care 24 months +)	30.3 ↑	36.4	120%
3-P4 Re-entry to foster care within 12 months	8.3 ↓	15.9	52%
3-P5 Placement Stability	4.12 ↓	4.31	96%

Child and Family Services Review (CFSR) 3 measures - Probation

Measure	Federal Standard	Santa Barbara County Performance	Performance related to standard
3-S1 Maltreatment in Foster Care	8.5 ↓	0	N/A
3-S2 Recurrence of Maltreatment	9.1 ↓	N/A	N/A
3-P1 Permanency in 12 months (entering foster care)	40.5 ↑	21.4	53%
3-P2 Permanency in 12 months (in care 21-23 months)	43.6 ↑	33.3	77%
3-P3 Permanency in 12 months (in care 24 months +)	30.3 ↑	37.5	124%
3-P4 Re-entry to foster care within 12 months	8.3 ↓	16.7	50%
3-P5 Placement Stability	4.12 ↓	.74	555%

Proposed SIP 2017-2022 Focus

1. 3-PI Permanency in 12 months (entering foster care)
 - Of all children who enter foster care in the 12 month period, what percent were discharged to permanency within 12 months?
 - Permanency = Reunification, Adoption, Guardianship
 - Federal standard= 40.5
 - Santa Barbara= 30.3(59/195) or 75% of standard

Proposed SIP 2017-2022 Focus

2. 3 P-4 Re-entry within 12 months
 - Of all the children who enter care in the 12 month period who discharged within 12 months to reunification or guardianship, what percent re-enter foster care within 12 months?
 - Federal standard= 8.3
 - Santa Barbara= 15.9 (10/63) or 52% of standard

Proposed SIP 2017-2022 Focus

3. 3-P5 Placement Stability
 - Of all children who enter foster care in a 12 month period, what is the rate of placement moves per day of foster care?
 - Federal standard= 4.12
 - Santa Barbara= 4.31 (148/34,327) or 96% of standard

Proposed SIP 2017-2022 Focus Probation

1. 3-PI Permanency in 12 months (entering foster care)
 - Of all children who enter foster care in the 12 month period, what percent were discharged to permanency within 12 months?
 - Permanency = Reunification, Adoption, Guardianship
 - Federal standard= 40.5
 - Santa Barbara= 21.4 (6/28) or 53% of standard

Group Agreements

Guidelines for Group Discussion

- Allow for brief individual reflection
- Create space for all ideas and perspectives
- Learn from each other
- Balance honesty with a solution focused perspective
- Be as specific as you can
- Check for understanding
- Look for common themes and opportunities for consensus building

Group Process Steps

Group Discussion:

- Each table has a designated facilitator and recorder.
- After individual reflection, discuss key questions.
- Insure everyone has a chance to contribute.
- Document all ideas and input.
- Summarize and test for consensus.

Report Out: "90 seconds of fame."

Be prepared to briefly report out:

- One primary thought as to why the data looks the way it does.
- One key practice or program you believe help or, if implemented, would improve the outcome.
- In other words: **your best idea!**

Discussion and Analysis: Round One....

Permanency

- Table Groups:
- When you look at the data and based on your experience:
 1. What are your thoughts on why it looks the way that it does?
 2. What key practices or programs do you believe help, or if implemented, would help families re-unify more quickly?
 - Services and supports for children and youth
 - Services and supports for family members

➤ Examples: Networks of support, teams, increased family engagement, planned and purposeful visitation....others?

Report Out: "90 seconds of fame."

Permanency

- One primary thought as to why the data looks the way it does.
- One key practice or program you believe help or, if implemented, would help families re-unify more quickly?
- In other words: **your best idea!**

Discussion and Analysis: Round Two....

Re-entry

- Table Groups:
- When you look at the data and based on your experience:
 1. What are your thoughts on why it looks the way that it does?
 2. What key practices or programs do you believe help, or if implemented, would help reduce the likelihood of re-entry?
 - Services and supports for children and youth
 - Services and supports for family members

➤ Examples: Networks of support post re-unification, continuity of services... others?

Report Out: "90 seconds of fame."

Re-entry

- One primary thought as to why the data looks the way it does.
- One key practice or program you believe help or, if implemented, would help decrease re-entry.
- In other words: **your best idea!**

Discussion and Analysis: Round Three...

Placement Stability

- Table Groups:
- When you look at the data and based on your experience:
 1. What are your thoughts on why it looks the way that it does?
 2. What key practices or programs do you believe help or, if implemented, would help improve placement stability?
 - Services and supports for children and youth
 - Services and supports for relatives, resource families and providers.

➤ Examples: Education and training, teaming strategies...other?

Report Out: "90 seconds of fame."

Placement Stability

- One primary thought as to why the data looks the way it does.
- One key practice or program you believe help, or if implemented, would help improve placement stability.
- In other words: **your best idea!**

How will your feedback be used?

- Information from today's meeting, along with feedback from the Peer Quality Case Review and the data analysis will be combined into a County Self-Assessment (CSA) Report.



- The next System Improvement Plan (SIP) will be started in March 2017 following the completion of the CSA report
- The SIP will contain the strategies and recommendations for improvement that CWS and Probation will implement over the next 5 years

Thank you for attending the CSA!



Discussion and Analysis: Round One

Permanency: *Of all children who enter foster care in the 12 month period, what percent were discharged to permanency within 12 months? Permanency= Reunification, Adoption, Guardianship*

Measure	Federal Standard	Santa Barbara County Performance	Performance related to standard
<u>CWS:</u> 3-P1 Permanency in 12 months (entering foster care)	40.5	30.3	75%
<u>Probation:</u> 3-P1 Permanency in 12 months (entering foster care)	40.5	21.4	53%

When you look at the data and based on your experience:

1. What are your thoughts on why it looks the way that it does?
 - Services not started soon enough
 - Some services and programs last longer than 12 months
 - Lack of resource homes and placements
 - Weeks go by between when a placement is made and the child sees their social worker
 - Too many social worker changes
 - Unrealistic case plans
 - Clients get disillusioned
 - Court delays
 - Improper noticing creates delays
 - Few placement options
 - Social worker turnover
 - Understaffed CWS units
 - Lack of immediate response by CWS can leave families disillusioned
 - Slow social worker response
 - Cases are complex and difficult
 - Not engaging the parents' support network soon enough
 - Not enough support services in place to help families transition
 - Attorneys actions affect reunification time
 - Stressors of survival, financial and housing for families
 - Lack of appropriate placement options for Probation youth

- Lack of communication between families and CWS or Probation
- Higher AWOL rates for Probation and CSEC youth
- Some substance abuse and mental health issues are hard to stabilize in 12 months
- Families of Probation youth may not have the ability to manage the youth's behaviors
- Difficult to find permanency for LGBTQ youth
- RFA backlog
- Difficult for parents to navigate system
- Unrealistic goals for families
- Lack of good quality services
- Difficult for families, especially in south county, to maintain housing
- Difficult for delinquent youth to succeed in their neighborhoods because of negative peer influences
- Not enough support for Probation parents
- Child sexual exploitation-trafficking between LA and San Francisco
- Katie A requirements slow down the process
- Lack of preventative services
- Transient population
- Economic and education inequities

2. What key practices or programs do you believe help, or if implemented, would help families re-unify more quickly?

- Restructure so that there is only one social worker for life of case
- Services provided collaboratively and quickly up front. Keep the momentum going
- Behaviorally specific case plans
- Clarify safety issues
- Build on family wisdom
- Identify a team who stays with the family for the life of the case
- Have advocates to help families access services
- Use trauma informed practice
- Utilize the natural support system of the family
- Have a TDM at case closures
- Celebrate families who succeed
- Be culturally competent
- Have foster parents and birth parents take the same classes
- Integrate services so the birth parent is involved with the services in the foster home (like SLO)

- Mentor birth families-parent partners
- Intensive family reunification program
- Progressive visitation
- Look at underlying needs of client
- Develop family's network of support
- Coaching and mentoring at visits
- Supervised visits in the home
- Visitation should be more available, in different locations and natural settings
- Don't cancel visits because the child is sick
- Fewer out of county placements
- Relative placements and these relatives are educated about the child's needs
- Family therapy and after care services at the time of reunification
- Transitional services for reunification
- Educating the attorneys an Better cross sector alliances and data sharing
- Therapeutic foster homes
- Youth Thrive
- Therapeutic after school programs
- Strength based approaches that build on the family's wisdom
- Foster families and bio families working together to support the child
- Peer support
- educate courts about safety issues
- Support a co-parenting model
- Educate stakeholders about SOP and other CWS practices
- Children's mental health assessment must be done in person, not over the phone
- Clear communication with resource families
- Implement teaming meetings at the start of the case
- Affordable housing
- Resource parents should be better educated about children's emotional needs
- More money for more foster homes
- Intensive in home services
- Mental health and support services in the schools
- Classes that address parent's triggers and trauma
- Establish stable adult mentors for Probation youth
- Provide child care
- More supports to resource parents during the placement process
- Katie A assessment allows for a range of services for children while in the home and in out of home care
- Culturally relevant services to meet the needs of a broad range of groups

- Expand south county services to north county, e.g., UCSB Hosford Clinic
- Have pre-placement visits so both the children and the family can have input into living together
- Counseling for children right away after placement to assist in the transition to out of home care
- Co-located workers for high needs cases, like previous MISC
- Mentors or facilitators to work with birth families and care givers to help them learn to work together
- More child and family recovery centers
- Services for children to help them learn safety and resiliency
- Culturally sensitive training and parenting for birth families
- Respite care for care providers
- More active parent participation, especially for Probation parents
- Require a case plan for parents in Probation cases
- Involve the parents throughout the process with frequent team meetings
- Televisions at the court that show a loop of information to help parents understand the court process (Ventura has this)
- More supportive services, family friendly locations and better continuity of professionals
- Address the underlying issues and not just the surface issues
- Parenting coaching during visitation
- Parenting support groups for Probation parents
- Mentors and connections with positive youth groups for Probation youth
- Remove blame for Probation youth. View them as victims of neglect and be non-judgmental
- Front load services
- More bilingual support systems
- Smaller case loads for social workers
- More wrap services for families before they lose placement
- Parent Child Interactive Therapy (PCIT) for children ages 3-8
- TBS at home and school
- Rehabilitation Specialists

Examples: Networks of support, teams, increased family engagement, planned and purposeful visitation....others?

Discussion and Analysis: Round Two

Re-Entry within 12 months: *Of all the children who enter care in the 12 month period who discharged within 12 months to reunification or guardianship, what percent re-enter foster care within 12 months?*

Measure	Federal Standard	Santa Barbara County Performance	Performance related to standard
<u>CWS:</u> 3-P4 Re-entry within 12 months	8.3	15.9	52%

When you look at the data and based on your experience:

3. What are your thoughts on why it looks the way that it does?

- Parents become overwhelmed when children return home
- Parents lose their support
- Lack of bonding after removal
- Lack of services and structure after children return home
- Lack of appropriate in home services
- Parents relapse
- Lack of smooth transition when the child returned home
- Lack of aftercare services
- Not enough care into an adolescent's emotional stability before reunification
- Not enough family therapy
- Relapse to old patterns of behavior
- Reunification may be rushed without enough assessment for readiness
- Not enough funding for services after case closes
- Families need to be connected to the community outside of CWS
- Silo services-lack of shared data and information between providers
- Safety issues may not have been addressed
- 12 months is not enough time for reunification
- SB163
- Lack of support within the families community
- Lack of affordable housing
- Lack of services in jail for incarcerated parents
- Lack of accountability after case closure
- Poverty
- Lack of attention to the family in the maintenance stage

- Families underestimate their need for support
- Families don't continue with services after case closure
- Social worker burn out
- Being clean for 6-12 months is not enough time
- Networks of support were not identified. Lasting relationships needed for adults and youth

4. What key practices or programs do you believe help, or if implemented, would help reduce the likelihood of re-entry?

- Aftercare for the family- Path 4
- CALM remains in the home working with the family after CWS closes case
- Lasting relationships for youth with adults
- Continue to work with the family after reunification
- Peer support groups and mentors
- Assess emotional state of child at reunification
- Trauma focused care
- Continued parenting classes and support services
- Adopt families year round, not just at the holidays
- Celebrate reunification
- Listen to youth
- Share data between organizations
- Individual and family therapy for all parents
- Group sessions available for all families current and post CWS involvement
- Before closing the case, assess the families support networks
- Identify and utilize support network early on
- Therapeutic after school programs
- Resiliency training
- Warm hand offs to community partners
- Trauma informed schools
- Supports for academic success
- Keep connections between foster and bio families
- Increase wrap around services
- Have transitional services in place for when the case closes
- Provide attachment services
- Greater inclusion of educational partners
- Employment and housing assistance and services
- Make sure families know how to access services once CWS is gone

- Have extended trial home visits before the children return home
- Have an exit plan that the family has helped create
- Allow CWS to refer to services by CWS without an investigation
- Teach children how to access services or ask for help
- Open door for voluntary support
- Have mentors for parents
- Better quality drug treatment programs
- Fact check the parents during the maintenance stage
- Respite services for parents
- After hours services
- Better outreach to extended family
- Not enough supports in place when the case closed
- Reunification support groups
- Progressive visitation
- Start family therapy while kids are still in foster care
- Have a resource specialist available to work with families
- Crisis nursery-parents can bring a baby in for a break (Salt Lake City)
- Circles of support for parents and youth
- Have a services hotline
- Use the TDM process to establish support network
- Support mental health services in place before children return home
- Children develop their own network of support so they know where to get help when they return home
- Check the child's stability, needs and desires before returning home, not just the parent's progress
- Have the same team work with the family throughout the life of the case
- Clarify safety issues for bio parents and create a written plan to prevent recurrence after the child returns home
- Have more wrap services for Probation cases

Examples: Networks of support post re-unification, continuity of services....others?

Discussion and Analysis: Round Three

Placement Stability: *Of all children who enter foster care in a 12 month period, what is the rate of placement moves per day of foster care?*

Measure	Federal Standard	Santa Barbara County Performance	Performance related to standard
CWS: 3-P5 Placement Stability	4.12	4.31	96%

When you look at the data and based on your experience:

5. What are your thoughts on why it looks the way that it does?

- As soon as placements are made, contact with social workers drops off-too much lag time
- Resource parents don't feel a part of a team, unappreciated
- Lack of training for resource families to deal with high needs kids
- Resource parents may not take advantage of advanced trainings because many are optional
- Difficulty in placing older children
- Lack of homes prevents making a good match
- Higher level of placement initially if needed
- RFA approval takes too long
- Not enough up front services to address needs
- Lack of crisis support for resource families
- Lack of professionals who understand trauma
- Unrealistic expectations of foster children
- Too slow starting services
- Lack of information and contact between CWS and resource families
- Too much reliance on shelter placements
- Inadequate training in trauma informed care
- Lack of information on child's needs
- Late response to when a child's placement is failing
- Shortage of good quality placements
- School stability for a child
- CWS social worker turnover
- Not using enough relative placements
- Lack of experience with developmental stages of children

- High costs of having a child placed in a home
 - Inadequate pay for resource families
 - Resource homes in the same neighborhoods where kids are from
 - CWS workers are overwhelmed and just doing what is convenient and not always in the best interest of the child or family
 - Children can take out their anger on resource families
 - Relative caregivers can feel caught in the middle
6. What key practices or programs do you believe help, or if implemented, would help improve placement stability? *Examples: Education and training, teaming strategies....other?*
- Trauma training for all resource families
 - Appreciation events for resource families
 - Have resource families attend events with service providers
 - Have agencies besides CWS coordinate trainings, e.g., FFA, CALM
 - Keep a training data base with all trainings so that resource parents can attend any of them, no matter who puts them on
 - Give the child a say in where they are placed
 - Respite care for resource families
 - Support for resource families with vicarious trauma
 - After school programs
 - Better placement matching
 - Intensive services up front in placements
 - More relative placements
 - CWS can partner with child care agencies to remove barriers
 - Child specific resources in placements, like CSEC
 - Individualized plans to make placements successful
 - Therapeutic support for resource families
 - Recruit empty nesters for older youth
 - One worker for the life of a case to improve attachment and trust
 - Identify child specific needs early on to determine level of care and specialized services
 - Play dates for resource families and the children
 - Peer outings for resource parents without the children
 - Ongoing searches for relative placements
 - Peer support groups for older youth
 - Increased social worker visits at the beginning of placements
 - Frequent team meetings including bio and resource parents

- Support bio parents to process loss if children are not to return home
- Therapists available to both bio and resource families to help them deal with vicarious trauma, witnessing traumatic reactions or being a recipient of trauma
- Resource family mentors to support and guide resource families through the system
- Support connections among resource parents
- Have services follow kids into their placements
- Better pay for resource families, including relative placements
- Have bio and resource parents work together when possible
- Occupational therapy up front
- Drop in and emergency child care
- Crisis support for resource families
- Families need financial support between emergency placement and home approval
- Therapeutic foster homes with access to up front services and crisis support
- Emphasize teaming
- Keep children's needs at the fore front
- Educate providers better on foster children's needs
- Help children say goodbye to service providers and resource families
- Increased wrap services
- Train education providers in trauma informed care
- Increase placements in county
- Meet regularly with FFAs to assess availability
- Better placement staffing practices
- Get better understanding of why children are moved, and then address those needs
- Diversity in FFAs
- Keep children in their schools. Provide transportation if necessary
- Services specifically to help with placement adjustment
- More relative placements at detention

Santa Barbara 2016 Peer Review

How we gathered and developed our insight:

- Three teams
- Each team debriefed and documented their findings after each interview
- Subset of team members integrated debrief findings at the end of the day
- Themes were identified through that process
- Peer Review themes reflect the "voice" of the social worker and probation placement officers

REUNIFICATION WITHIN 12 MONTHS PROBATION OFFICER INTERVIEW TOOL

COUNTY: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	REVIEW TEAM: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>	DATE AND TIME OF INTERVIEW: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>
INTRODUCTION		
<ul style="list-style-type: none"> ❖ Interviewer Team: Briefly identify interviewers. Explain each interviewer's role (time keeper, recorder, and lead interviewer). ❖ Briefly explain purpose of the interview. <ul style="list-style-type: none"> ✓ Purpose is to obtain qualitative information about county practice and/or resources (as oppose to individual case characteristics), which impact the focus area. ✓ Anonymity ✓ No right or wrong responses ❖ Explain that the focus is on Reunification within 12 Months. 		
BACKGROUND		

1. Please give me a summary of your experience, length of time with the county, and length of time in your current program:

a. In the last three years, what trainings have you received that helped you to reunify this youth with his/her family?

b. How many cases are you currently assigned?

c. How long have you been assigned to this case?

2. Briefly describe why this youth was ordered into placement:

a. How long has this youth been in placement?

3. Briefly describe the placement history of the case:

a. How many placements has this youth had?

b. How many of these placements were out of county?

4. How many probation officers has this youth had since they were placed?
5. How did you transition into becoming this youth's probation officer (how and when was the case assigned to you)?
- a. How did you meet the youth; was there an introduction?
 - b. How have you formed a relationship with the youth?
 - c. How often do/or did you see the youth?
6. Please describe some of the strengths and challenges of this youth.
- a. Strengths (Examples: athletic, gets along well with peers, funny, etc.):
 - b. Challenges (Examples: runaway, self-harm, behind in school credits, aggressive, sexual acting out, etc.)
 - c. How have these strengths & challenges impacted reunification efforts?
 - d. Describe the probation officer practices and/or county resources that were utilized to build on the youth's strengths and/or address the youth's challenges:
7. Please describe some of the strengths of the biological family that impacted reunification efforts:
8. Please describe some of the challenges of the biological family that impacted reunification efforts:
9. Describe the probation officer practices and/or county resources that were utilized to build on the family's strengths and/or address the family's challenges:
10. Please describe how community and agency partners (CASA, Wraparound, YMCA, Behavioral Health, schools) impacted reunification efforts:

MAINTAINING CONNECTIONS

11. At what points in the case did the agency begin to locate Relatives/NREFM's of the youth?
- a. If no search was initiated, please describe why? What were some of the complicating factors that prevented this search?
 - b. What were the ongoing efforts to locate relatives throughout the life of the case?
 - c. Were relatives assessed as potential for placement or contact?
 - d. If relatives were denied placement, please describe some of the reasons for denial:
12. Please describe the visitation pattern (frequency, location, etc.) between the youth and the following:
- a. Birth Parents:
 - b. Siblings:
 - c. Extended Family/NREFM or other important connections:
13. What factors did you (or the agency) consider when making decisions about the parent-youth visitation plan? (Examples: age, behavior, needs, relatives.)
14. Please describe the progression of visits from beginning of case to present (Supervised to Unsupervised to Overnights to Trial Home visits)
- a. What, if any, were the barriers to the progression of visits for this family?
15. What were the barriers in maintaining the youth's connections?
- a. How have these barriers been addressed?
16. What kind of positive connections with other adults were you able to help the youth create and/or maintain?
- a. Did these connections support the youth's reunification?
 - b. If the youth did not create or maintain positive connections, what were the barriers?

ENGAGEMENT

17. Please describe how and at what points, you engaged the youth and the youth's family in case planning and placement decisions (Family Group Decision Making Meeting, Team Decision Making Meeting, Family Meeting, etc.)?

a. Case Planning:

b. Placement Decisions:

18. Where have most of your in-person visits with the youth taken place (their home, school, etc.)?

a. What are some of the topics you talk about with the youth (Example: case planning, youth activities, youth's rights, school, hobbies, etc.)?

19. Where have most of your in-person visits with the parents taken place (their home, Probation office, etc.)?

a. What are some of the topics you talk about with the parents (Example: case planning, youth's progress, parenting, reunification, etc.)?

ASSESSMENTS AND SERVICES

20. Please explain when, by whom and what, Mental Health Assessments were completed on this youth?

a. What mental health services were provided to the youth?

b. What impact did the services have, if any, on reunification efforts?

c. What, if any, were the gaps in services?

d. Please describe any barriers in accessing needed services for this youth? (i.e. location, language, transportation, youth's participation, cultural issues, gaps in services, etc.)

e. How did you maintain contact with the service providers and assess the quality of the services provided (i.e. monitoring services to ensure the services continue to meet the youth's needs)?

21. Please explain when, by whom and what, Alcohol and Other Drugs (AOD) Assessments were completed on this youth?

a. What AOD services were provided to the youth?

b. What impact did the services have, if any, on reunification efforts?

c. What, if any, were the gaps in services?

d. Please describe any barriers in accessing needed services for this youth? (i.e. location, language, transportation, youth's participation, cultural issues, gaps in services, etc.)

e. How did you maintain contact with the service providers and assess the quality of the services provided (i.e. monitoring services to ensure the services continue to meet the youth's needs)?

22. Please explain when, by whom, and what Educational/Developmental assessments were completed on this youth? (IEP, Regional Center, Speech/Language, etc.) [REDACTED]

a. How have you had to advocate for this youth's educational needs?

b. Who has assisted with the advocacy of this child's educational needs? (i.e. foster care liaison, birth parents, placement providers, CASA, etc.)

c. Does the child have an IEP? If yes, please talk about the delivery of appropriate services.

d. Please describe the youth's strengths and challenges, related to their education, while in placement. (i.e. attendance, grades, etc.)

i. How did these strengths and challenges affect the youth's reunification?

23. Please explain when, by whom and what, Medical and Dental assessments were completed on this youth?

a. What services were provided?

b. What impact did the services have, if any, on the reunification efforts?

c. Please discuss any barriers in accessing services for this youth? (i.e. location, language, transportation, child's participation, cultural issues, gaps in services, etc.)

24. Was the youth referred to Independent Living Skills services?

a. What services were provided?

b. What impact did the services have, if any, on reunification efforts?

c. Please describe any barriers in accessing services for this youth? (i.e. location, language, transportation, child's participation, cultural issues, gaps in services, etc.)

25. Describe the services that were offered to the family to promote reunification:

26. What were some of the youth's interests?

a. Was the youth able to participate in enrichment activities (i.e. recreation, sports, afterschool programs, mentoring, etc.)? ☐ YES ☐ NO

If yes, Please specify.

b. If not, what were the barriers to participation?

PLACEMENT MATCHING

27. How did you, or the agency, match this youth with their placement(s)?

28. Please describe how the placement(s) supported the family's involvement in the youth's case plan?

29. Please describe how the following contributed to or hindered reunification efforts?

a. Placement Type

b. # of Placement Changes

c. Geographical Location

REUNIFICATION

30. Was parental ambivalence toward reunification with the youth an issue in this case?

☐ YES ☐ NO

If yes, how did you address this?

a. How did this impact the decision-making process leading to reunification?

31. How did the youth feel about returning home?

a. How did this impact the decision-making process leading to reunification?

32. If the case was reunified within 12 months, please describe the factors that facilitated timely reunification (Include information regarding county practice that you felt was critical to the timely reunification):

a. What was the transition plan and what services and supports were in place to sustain the youth in the home?

33. If the case was not reunified within 12 months, please identify barriers that affected your ability to accomplish timely reunification in this case:

34. In what ways did the court system affect the successful or unsuccessful reunification for this youth?

CLOSING

35. Do you have any recommendations for improving timely reunification for your county?

a. Training:

b. Resources:

c. Policies and Procedures:

d. Other:

REUNIFICATION WITHIN 12 MONTHS SOCIAL WORKER INTERVIEW TOOL

COUNTY:

REVIEW TEAM:

DATE AND TIME OF INTERVIEW:

INTRODUCTION

- ❖ **Interviewer Team:** Briefly identify interviewers. Explain each interviewer's role (time keeper, recorder, and lead interviewer).
- ❖ **Briefly explain purpose of the interview.**
 - ✓ Purpose is to obtain qualitative information about county practice and/or resources (as opposed to individual case characteristics), which impact the focus area.
 - ✓ Anonymity
 - ✓ No right or wrong responses
- ❖ **Explain that the focus is on Reunification within 12 Months.**

BACKGROUND

1. Please give me a summary of your experience, length of time with the county, and length of time in your current program:

a. In the last three years, what trainings have you received that helped you to reunify this child with his/her family?

b. How many cases are you currently assigned?

c. How long have you been assigned to this case?

2. Describe the initial safety issue(s) that resulted in this child's removal:

3. Please tell us about the family's demographics:

e. Housing (where was the family living)

f. Transportation

g. Employment

h. Family Size/Composition (single or two parent, number of children, etc.)

4. Was there an identified need for concrete services (food, childcare, utility benefits, basic home necessities, etc.)?

a. If yes, when and what services were provided to address these needs?

b. If no concrete services were provided, what were the barriers?

5. How many social workers has this child had since being placed in foster care?

6. How did you transition into becoming this child's social worker (how and when was the case assigned to you)?

d. How did you meet the child; was there an introduction?

e. How have you formed a relationship with the child?

f. How often do/or did you see the child?

7. Please describe some of the strengths and challenges of this child.

a. Strengths (Examples: athletic, gets along well with peers, funny, etc.):

b. Challenges (Examples: runaway, self-harm, behind in school credits, aggressive, sexual acting out, etc.)

c. How have these strengths & challenges impacted reunification efforts?

d. Describe the social worker practices and/or county resources that were utilized to build on the child's strengths and/or address the child's challenges:

8. Please describe some of the strengths of the biological family that impacted reunification efforts:

9. Please describe some of the challenges of the biological family that impacted reunification efforts:

10. Describe the social worker practices and/or county resources that were utilized to build on the family's strengths and/or address the family's challenges:

11. Please describe how community and agency partners (CASA, Wraparound, YMCA, Behavioral Health, schools) impacted reunification efforts:

MAINTAINING CONNECTIONS

12. At what points in the case did the agency begin to locate Relatives/NREFM's of the child?
- e. If no search was initiated, please describe why. What were some of the complicating factors that prevented this search?
- f. What were the ongoing efforts to locate relatives throughout the life of the case?
- g. Were relatives assessed as potential for placement or contact?
- h. If relatives were denied placement, please describe some of the reasons for denial:
13. Please describe the visitation pattern (frequency, location, etc.) between the child and the following:
- a. Birth Parents:
- b. Siblings:
- c. Extended Family/NREFM or other important connections:
14. What factors did you (or the agency) consider when making decisions about the parent-child visitation plan? (Examples: age, behavior, needs, relatives.)
15. Please describe the progression of visits from beginning of case to present (Supervised to Unsupervised to Overnights to Trial Home visits):
- a. What, if any, were the barriers to the progression of visits for this family?
16. What were the barriers in maintaining the child's connections?
- a. How have these barriers been addressed?

ENGAGEMENT

17. Please describe how and at what points, you engaged the child and the child's family in case planning, concurrent planning, and placement decisions (Family Group Decision Making Meeting, Team Decision Making Meeting, Family Meeting, etc.)?
- a. Case Planning:

b. Concurrent Planning:

c. Placement Decisions:

18. Where have most of your in-person visits with the child taken place (home, school, etc.)?

a. What are some of the topics you talk about with the child (Example: case planning, grief and loss, activities, child's rights, school, hobbies, etc.)?

19. Where have most of your in-person visits with the parents taken place (home, Child Welfare Office, jail, etc.)?

a. What are some of the topics you talk about with the parents (Example: services, safety concerns, parenting, barriers to reunification, etc.)?

ASSESSMENTS AND SERVICES

20. Please explain when, by whom and what, Mental Health Assessments were completed on this child?

f. What mental health services were provided to the child?

g. What impact did the services have, if any, on reunification efforts?

h. What, if any, were the gaps in services?

i. Please describe any barriers in accessing needed services for this child? (i.e., location, language, transportation, child's participation, cultural issues, gaps in services, etc.)

j. How did you maintain contact with the service providers and assess the quality of the services provided (i.e., monitoring services to ensure the services continue to meet the child's needs)?

21. Please explain when, by whom, and what Educational/Developmental assessments were completed on this child? (IEP, Regional Center, Speech/Language, etc.)

e. How have you had to advocate for this child's educational needs?

f. Who has assisted with the advocacy of this child's educational needs? (i.e., foster care liaison, birth parents, placement providers, CASA, etc.)

g. Does the child have an IEP? If yes, please talk about the delivery of appropriate services.

h. Please describe the child's strengths and challenges, related to their education, while in placement. (i.e., attendance, grades, etc.)

ii. How did these strengths and challenges affect the child's reunification?

22. Please explain when, by whom and what, Medical and Dental assessments were completed on this child.

d. What services were provided?

e. What impact did the services have, if any, on the reunification efforts?

f. Please discuss any barriers in accessing services for this child. (i.e., location, language, transportation, child's participation, cultural issues, gaps in services, etc.)

23. Was the child referred to Independent Living Skills services?

d. What services were provided?

e. What impact did the services have, if any, on reunification efforts?

f. Please describe any barriers in accessing services for this child? (i.e., location, language, transportation, child's participation, cultural issues, gaps in services, etc.)

24. Please describe the assessments and services provided to the mother (AOD, Mental Health, Parenting, etc.):

a. What impact did the services have on reunification efforts?

b. What, if any, were the gaps in services?

c. Please describe any barriers in accessing needed services for the mother. (i.e., location, language, transportation, participation, cultural issues, gaps in services, etc.)

d. How did you maintain contact with the service providers and assess the quality of the services provided (i.e., monitoring services to ensure the services continue to meet the mother's needs and are adequately addressing the safety issues in the case)?

25. Please describe the assessments and services provided to the father (AOD, Mental Health, Parenting, etc.):

a. What impact did the services have on reunification efforts?

b. What, if any, were the gaps in services?

c. Please describe any barriers in accessing needed services for the father? (i.e., location, language, transportation, participation, cultural issues, gaps in services, etc.)

d. How did you maintain contact with the service providers and assess the quality of the services provided (i.e., monitoring services to ensure the services continue to meet the father's needs and are adequately addressing the safety issues in the case)?

PLACEMENT MATCHING

26. How did you, or the agency, match this child with their placement(s)?

a. Was this child placed with his or her siblings?

☐ YES ☐ NO

What was the impact on reunification?

27. Please describe how the following contributed to or hindered reunification efforts?

a. Placement Type

b. # of Placement Changes

c. Geographical Location

REUNIFICATION

28. Were the parent's incarcerated during the case?

a. In what ways did the incarceration impact timely reunification?

29. When and how were the family's risk and safety issues reassessed prior to reunification?

30. Was parental ambivalence toward reunification with the child an issue in this case?

☐ YES ☐ NO

If yes, how did you address this?

a. How did this impact the decision-making process leading to reunification?

31. How did the child feel about returning home?

a. How did this impact the decision-making process leading to reunification?

32. If the case was reunified within 12 months, please describe the factors that facilitated timely reunification (Include information regarding county practice that you felt was critical to the timely reunification):

a. What was the transition plan and what services and supports were in place to sustain the child in the home?

33. If the case was not reunified within 12 months, please identify barriers that affected your ability to accomplish timely reunification in this case:

34. In what ways did the court system affect the successful or unsuccessful reunification for this child?

CLOSING

35. Do you have any recommendations for improving timely reunification for your county?

e. Training:

f. Resources:

g. Policies and Procedures:

h. Other:

Court Focus Group Questionnaire

1. What do you consider as best practices on the part of Social Workers and Probation Officers in helping families achieve safe, timely, and successful reunification?
2. In your opinion, what are barriers in successfully reunifying children?
 - What do you think are the most significant reasons behind failed reunification?
 - What do you think are the prominent reasons for delays in timely reunification?
3. How can Courts impact families to reunify successfully?
4. In what ways do you support caretakers and parents in addressing the Court with their concerns?
5. What is your understanding of the effects of trauma on children?
6. In your opinion, what are some of the most influential programs that lead to positive outcomes in reunification for families? Are any of these programs specific to the Court system?
7. What recommendations do you have for improving programs and services to support the Court in facilitating reunification for families?
8. What suggestions do you have for improving the facilitation of reunification? For example, do you have suggestions for:
 - Enhancing services or care for youth in foster care?
 - Facilitating improved relationships between bio-parents and resource parents?
 - Improving the planning process and/or transitioning youth into foster homes?

Supervisor Focus Group / County Self Assessment

CWS TOPS Meeting: 02/21/17 and email survey

(Heather Medina, Selene Lariba, Karen Hanneman, Linda Walch, Katrina Vogt, Leticia Alvarez, Giselle Rosas, Janet Parat, Martha Hines, Cheyenne Barrick)

What services, programs, practices and initiatives have helped safely reunify children with their families in a timely manner (within 12 months)?

1. The intention to increase/liberalize visitation:
 - Allows to focus on safety
 - Progressive Visitation allows parents to be connected
 - Successful parents feel this was helpful to them
2. Increasing TDMs, introducing CFTs:
 - Expectations under CCR direct more frequent, earlier CFTs
 - This should also have an impact
3. Adequate services are essential, e.g.:
 - Drug and Alcohol programs
 - CALM – provides therapy for children, biological parents and resource parents in the home setting
4. More Intensive Case Management:
 - e.g. FDTC – families have emphasized that having a relationship with the Judge and CWWs helps them feel more connected – they feel like more than just another number, this helps families level of compliance with the case plan.
 - the Parent Partner Program is a good resource for biological parents
 - Programs with intensive services, e.g., Intensive In Home and HOPE services
5. Resource parents willing to work with biological parents, e.g.:
 - In cases where biological parents relapse/some other recidivism event, the biological parents may call and receive assistance/support from resource parents
 - Resource parents can be mentors or emotional support
6. Having more Case Aides is very helpful, e.g.:
 - Having the same Case Aide manage visitation for the duration of the supervision and FR period.

- Allows for visitation start earlier in the case
- This helps assess safety concerns
- Allows families/the case move forward
- Parents are more motivated when visitation starts sooner
 - Important to note cases are more complicated, Case Aides contribute to the safety assessment.

7. Fighting Back Santa Maria Valley (FBSMV):

- Children receive a lot of support from FBSMV, which supports children's success at school
 - help with transportation, getting kids to school and keeping them at their same schools once they go into placement
 - provide tutoring support
 - counseling

8. Interim Review Hearings

- Some children have been sent home at these hearings, versus waiting for the 6 month hearing

9. SOP

- Using SOP has shifted the focus to behaviors and not services.
- CWS is clearer about safety and what level of involvement is needed

What barriers do you see to timely reunification?

1. There is a cultural difference between North County and South County courts, e.g.:

- South County more likely to support faster reunification
- South County tends to be more open/liberal, children's attorneys in North County tend to prefer slower reunification

2. Lack of adequate non English language services, e.g.:

- No Spanish language 12 step book for a client
- In North County also have the languages represented by Oaxacan clients – i.e. lack of service providers, materials, etc.

3. The stability/consistency of CWWs assigned to cases, e.g.:

- Families associated the changes of CWWs with not feeling valued or connected to the process
- The changes make families feel like another number

4. The need to foster contact and support with families sooner, e.g.:

- Help families become engaged sooner
- Help families be on the same page in relation to the case plan

5. Resource Families express concern over the length of time taken to install services, or, that services don't follow children from one placement to another
6. The need to get to unsupervised visits earlier in the case process if there is no safety concerns.
7. The lack of affordable, safe housing
8. The Katie A process is taking too long
 - Sometimes parents are not signing the forms until they speak with their attorneys
 - Parents do not seem to understand the process and it may not be explained very well to them
 - Children's services are delayed because of the problems with getting signatures

Ways to improve timely reunification

1. Co-location of service providers with CWS, e.g.:
 - Co-location of Front Porch, CALM therapist, etc., will allow for:
 - More frequent case consultation
 - Sharing of information and a better understanding of CWS case plan goals by service providers
2. Co-locating staff is helpful, e.g.:
 - FDTC – having programs available to connect immediately with families
 - This allows to set the tone sooner in the case
 - CWW can mediate contact with programs, this works with non FDTC cases
 - Supports quality of clients' relationship not just with CWWs but also with service providers – feeling connected
 - Also enhances relationship and communication between CWWs and service providers
 - Supports contact for clients when clients are in crisis
 - Helps families know from the start what is expected
 - This would enhance the CFT/TDM process
3. Other communities have groups (e.g. 8 weeks long) for incoming parents receiving FR
 - Helps parents deal with shock of separation and involvement with the Court
 - Helps families have a clear understanding of Court expectations
 - Helps parents discuss and be aware of next steps in their case
4. Support and training for foster parents
 - Need to locate and train families to handle the needs of CWS children
 - Need system to train/develop families, e.g. adoptive parents will speak about difficulties addressing trauma post adoption

- Services need to start ASAP when a child is placed in a home.
5. The needs of adolescents
- Develop a program to work with traumatized youth
 - Team building, camps, theater and other creative outlets
 - To support resource families understanding of what trauma looks like, e.g. videos on PTSD
6. Case aides
- Increase the number of case aides
 - Have case aides give detailed feedback on visits so that progressive visitation can take place. Hopefully this will lead to earlier reunification
7. Court Workers:
- Add more court workers to the court unit so they can spend more time on each case, which would allow for more quality assessments and timely CFTs. This would allow the court workers to spend more time with the clients up front at the start of the case
8. VFM
- Be sure to staff detentions with VFM staff so that detentions can be avoided if possible
 - VFM cases will hopefully stop the revolving door of families with frequent referrals
9. Decrease case loads and effective support services
- Look at closing FM cases earlier if possible
 - What activities can be assigned to support staff to reduce the work load of social workers
 - Increased engagement with clients will yield better results

Peer Review ~ Parent Focus Group Questions:

1. How did you participate in developing your case plan?
2. Did (do) you understand what you were being asked to do in the case plan?
How was it explained that these services are connected to your child's safety?
3. Please describe Child Welfare's effectiveness in communicating with you about your case plan progress.
 - How did you know if you were making progress?
 - How often did you talk with your social worker about your case progress?
 - How often did you meet in person with your worker?
 - Where did you meet and did you feel comfortable with the location?
 - Were the meetings useful?
 - Do you wish you could meet more or less with your worker?
4. Is there anything that got in the way of you participating in the case plan services such as: **living situation, finances, addiction issues, unavailable services, inadequate counseling.**
 - Were there any delays in your case progressing and could this have been helped? i.e., not enough visits, court delays, delays in services
5. What family and/or individual service(s) do you feel were most helpful and would prevent Child Welfare from becoming part of your life again and why?
6. What services do you feel were the least helpful and why?
7. Describe your relationship with your social worker. How did the relationship impact your case?

8. Were your children able to maintain important family connections while in placement? How did this happen?
9. What was your experience like with the Court? How did this affect your opportunity to reunify with your child(ren)? Would you recommend any changes?
10. What would you recommend to the County that would better help children and families be successful the first time so that children do not have to return to out of home care?
11. When things were going well with your case, what did that look like?
When things were not going well, what did that look like?

Peer Review - Parent Focus Group Responses

January 31, 2017 - Lompoc

A group of 6 clients, along with a Parent Partner and Chelsea Jensen from the Good Samaritan Shelter Services, met with Cathy DeCaprio-Wells and Carolyn Martin from CWS at the Lompoc Recovery Center. The clients were open and engaging in sharing their experiences and giving feedback. Some of them were in Family Reunification, Family Maintenance, or had their case closed and their children returned to them.

The areas covered and the feedback received:

1. Case Plans
2. Relationship with Social Workers
3. Relationship with care givers
4. Visitation with children
5. Court and legal issues
6. System strengths
7. System barriers
8. Recommendations

1. **Case Plans**

- Several clients said that they just received their case plans in mail, and did not have any input into the development.
- Overwhelmingly, most parents said that they did not really participate in the development of their initial case plans, and that they did not fully understand them. They felt overwhelmed by the demands of the case plans, the negativity of the reports and felt “out of the loop” with their cases.
- One parent noted that she was on Probation and that CWS just piggybacked off of those requirements. This parent stated that it was like having a bully behind her saying “if you don’t do this we are taking your kids away”.
- One client said that she felt that her deeper story was not told. The why behind what happened that brought her children into the system.
- All of the clients who were in the Family Drug Treatment program felt that they were more involved in their case planning and understood their cases better at that point.
- One parent stated that she was not aware of the services that her child was receiving, and that she would have liked to be a part of that case planning too.

2. Relationship with Social Workers

- Overwhelmingly, the clients stated that they had too many changes in social workers and that this instability affected their cases. They felt like they always had to start fresh, tell their story repeatedly, and have different expectations depending on who was the worker on the case. The parents noted that they are expected to be stable and responsible, but they did not always get that from CWS.
- The clients praised some social workers for being attentive, respectful, easy to communicate with and get a hold of. They felt that these workers cared about them and their children and were helpful to their reunification efforts. They explained the process to them and helped them achieve their goals.
- Conversely, they stated that they all had experiences with social workers where they could not get a hold of the worker, they felt disrespected by workers, and had their concerns minimized. Several described situations where they felt threatened with never getting their child back if they did anything that the social worker did not like. They also reported that they could not get a clear answer about how they were progressing on their case, even when they asked the worker directly.
- The parents said that their workers did assess the parents' safety network and helped them build support for when CWS was no longer involved in the case.
- One parent stated that she was asked by her social worker about her past addresses, and then her ex-boyfriend was arrested in a raid at one of those addresses. The parent said that she felt betrayed by the worker who she believed was helping Probation.
- Parents said that they were usually not consulted about where their monthly meeting with the social worker would take place. Several stated that they mostly met at the CWS office. However, one parent commented that she had a social worker who asked her opinion on where to meet, and even once took the family out for donuts. The parent said that this showed that the worker was caring and empathetic.
- When asked what makes a "good" social worker, the parents replied it is someone who is attentive to them. They described a good relationship with the social worker and the ability to reach the worker as being one of the most important aspects of a successful case.

3. Relationship with Caregivers

- Many of the parents said that their child's resource parent had too much say in their cases and "too much power". They gave examples of the resource parent dictating the time and place of visits, sometimes making it difficult for the parent to attend the visit. Another example was that the resource parent had the child baptized against the parent's wishes and another resource parent moved the child to a different school.
- The parents reported that they wanted their social workers to be more direct with the resource parents, but they would often defer to the resource parent's wishes over the parent's wishes.

- The parents said that when their child was placed with a relative that they got along with, it was helpful. Alternatively, if the parent had a poor or contentious relationship with the relative it made everything more difficult for them.

4. Visitation with Children

- Most parents reported that they did not have progressive visitation with their children, but just had them placed back into their home after some overnight visits.
- One parent stated she believed that if she had her overnight visits granted sooner, she would have gotten her children back earlier.
- All parents agreed that a progressive visitation schedule would have been preferable.
- Most parents stated that they did not have the opportunity to attend their child's doctor appointments, school activities, etc.
- A few of the parents stated that it was hard while they were in detox or inpatient treatment because they did not get to see their child very often, but they really needed that time to just work on themselves and that was beneficial.

5. Court and Legal Issues

- Overwhelmingly, the parents stated they were not able to get a hold of their attorneys, or get information from them.
- Some stated that they had they were assigned a new attorney, but did not find this out until they went to court.
- Most parents felt that the court process was confusing.
- The parents involved in the Family Drug Treatment Court had a positive experience. They stated that being in court frequently allowed the judge to get to know them and their situation, which was helpful. They stated that they knew what was happening with their case and it was clearer about what was expected from them.
- One parent said "FDTC was the best thing that ever happened to me."

6.

System Strengths

- Unanimously, the parents felt that the Parent Partner program was very beneficial to them. They stated that they can be honest with their Parent Partner, and not fear that it would be held against them. They stated that the Parent Partner helped them through problems and relapse prevention, without having more services added to their requirements. They said that having someone who walked in their shoes, and understood the process was invaluable.
- The FDTC program was very helpful to those that participated. It allowed them to develop relationships where they were seen as individuals, and were recognized for their progress, not just their faults.

- Some of the parents who were participated in in-patient treatment said that it was helpful.
- When the parents were assigned a social worker who was attentive, empathetic and responsive it made a huge difference.

7. System Barriers

- The court reports were overwhelmingly negative, especially in the beginning, and this was very demoralizing for the parents.
- Some of the social workers were negative and disrespectful to the parents, which made working with them very difficult.
- Many parents felt inundated with services, and this was not helpful to them.
- Some of the community service providers were understaffed and overworked, affecting the timeliness and quality of services.
- A few parents had negative experiences with TDMs. They stated that they went to the TDM and did not know all of the people in the room and that these people were making decisions on their cases and with knowledge of their cases. They stated that this was not helpful and felt like a violation.

8. Recommendations

- Have a resource guide to give to all parents that is thorough and inclusive of a wide range of services, for instance, detox centers, mental health counseling, child care, NA/AA meetings, rape crisis center, etc. The parents said that they could then easily access services on their own after their case is closed.
- One parent stated that if she knew CWS had voluntary services, she would have accessed that before her children were removed from her care.
- Clearly explained and Progressive Visitation would be very helpful.
- Have fewer workers assigned to their cases, and possibly stay with one worker for the life of the case.
- Children in out of home care should have counseling to help them deal with the separation from the parents. Many parents stated that the experience of being in out of home care was traumatic for their children.

PQR ~ Youth Focus Group Questions January 2017:

1. Do you participate in developing your case plan/TILP plan?

The majority of the youth participating in the survey felt that they were involved in the creation of their case plans and TILPs.

2. Do you understand what you were being asked to do?

The majority understood what they were being asked to do and enjoyed creating their own goals.

3. Please describe Child Welfare's effectiveness in communicating with you about your case plan/TILP progress:

- How do you know if you were making progress?
They knew they were making progress when they accomplished their goal or were praised by their social workers for accomplishing a goal.
- How often do you talk with your social worker about your case progress?
They discussed their progress at least once per month and stated that the social worker initiated contact most of the time.

4. Is there anything that gets in the way of you participating in the case plan services such as: **living situation, finances, addiction issues, unavailable services, inadequate counseling.**

The majority felt that their living situation provided the most frustration. High rent, lack of housing, etc. made it hard for them to feel safe and make plans. They also felt that their own behaviors sometimes contributed to their difficulties in participating and accomplishing goals.

5. What service(s) do you feel were most helpful?

CASA, CALM, TBS, WRAP, CAFYES

6. What services do you feel were the least helpful?

Food Stamps – complicated process and most don't qualify. Therapy and journaling were not always helpful. Most did not like the Group Home point systems.

7. Describe your relationship with your social worker. How did the relationship impact your case?

Although most participants named worker turnover as a big problem, the majority of them had good relationships with their social workers and felt that they were treated as people and not clients. They had some very nice stories regarding their social workers going above and beyond in order to help them.

8. Were you able to maintain important family connections while in placement?

How did this happen?

Most were able to maintain connections with their families unless there was a court ordered reason why they could not. They stated that most of their communication was done by phone and email. They appreciated gas cards for transportation expenses.

9. What was your experience like with the Court? Would you recommend any changes?

The majority of the youth felt that the court process was difficult to understand. They did not feel heard by the judge and stated that the attorneys did not listen to the youth. Most often, the court process left them feeling confused.

10. What would you recommend to the County that would better help children and families be successful?

The youth felt that the biggest factor in helping to make the families more successful is to listen to the youth. They want to be a part of the process and don't want to be treated like they don't matter. They would like to hear the truth, even when it is difficult to hear and even when it concerns their parents. They stated that they overhear conversations and would like it if social workers and foster parents did not degrade their biological families.

California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☒ SIP ☐ Progress Report ☐

County Santa Barbara County

SIP Period Dates

Outcome Data Period

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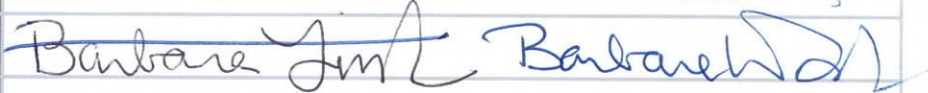
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BOS Approval Date

Name

Signature*

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*Signatures must be in blue ink

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