

County of San Luis Obispo
California - Child and Family Services Review

Annual SIP Progress Report

2018-2019

June 10, 2018-June 10, 2019



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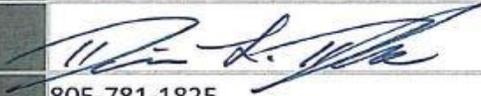
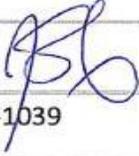
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California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

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| Outcome Data Period | Q4, December 2018 |
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Introduction

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

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

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

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

The 2015 SIP served as the operational agreement between the County and the State, outlining how the County will improve its system to provide better outcomes for children, youth, and families. The 5-Year SIP is tracked through quarterly county data reports, quarterly monitoring by CDSS and annual SIP progress reports. The SIP is developed for five years by Child Welfare Services (CWS) and Juvenile Probation. A 5-Year SIP Chart was created in the 2015 SIP that included specific action steps, timeframes, and improvement goals that were agreed upon by CDSS and the office of Child Abuse Prevention (OCAP) and then approved by the County Board of Supervisors. The 2015 SIP is a

commitment for improvement in the focus outcomes determined to be most in need of improvement for both CWS and Juvenile Probation.

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

The 2019 Annual SIP Progress Report includes areas needing continued improvement, goals and strategies that were successful, updated timeline of goals set to meet the State and Federal Standards, and collaborative efforts with stakeholders to meet these goals. CWS and Juvenile Probation managers and staff reflected on changes made throughout last year that distinguished annual progress from the initial SIP Report. The 2019 findings will be reflected in both the following SIP Progress Narrative as well as the SIP Chart. Additionally, in the initial SIP Report goals were identified for each focus area starting with year three through year five. The 2018 Annual SIP Progress Report is the fifth year of the SIP cycle and these goals will be addressed and analyzed in the SIP narrative to determine whether they have been met or not and what services, methods and resources have been provided to reach these goals. As this is the last year of the SIP cycle, the analysis will be based on the progress made from the past 5 years and whether there was improvement and if the chosen outcome measures are now being met.

The OCAP Liaison continues to collaborate with local OCAP grantees/providers and the state consultant to ensure prevention, early intervention, and treatment services are aligned with the 2015 SIP. The group meets monthly to aligned services, standardized practice, streamline data collection, acknowledge successes, and address gaps in services. OCAP grantees also participate in the C-CFSR process and work with DSS to complete the annual OCAP Report. OCAP grantee participation is crucial in aligning the CSA, SIP, and OCAP reports.

SIP Progress Narrative

STAKEHOLDERS PARTICIPATION

Over the last year, SLO County CWS and Juvenile Probation facilitated several meetings with key stakeholders as well as a joint Stakeholders Meeting in December 2018 to update the stakeholders on progress made on the SIP strategies identified in the 2015 SIP Report and to seek input for further improvements for both CWS and Juvenile Probation.

STAKEHOLDERS MEETING

The SLO County C-CFSR Team continues to host an annual Stakeholders Meeting to meet the criteria for the C-CFSR SIP Community Forums. The team holds this Stakeholders Meeting to report on progress, seek input on areas still needing to be addressed, and collaborate on finding solutions to make improvements to better serve our families and youth.

The most recent Stakeholders Meeting was held in December 2018. Approximately 40 Community partners from various agencies attended this meeting. The Stakeholders Meeting attendees included; Court Appointed Special Advocate (CASA), Family Care Network Inc. (FCNI), Juvenile Probation, Community Action Partnership (CAPSLO), Behavioral Health, CWS, San Luis Obispo Office of Education (SLOCOE), Aaron's Boys Home, Family Resource Centers (FRC)s, Center for Family Strengthening, Transitions-Mental Health Assoc. (TMHA), Public Health, RISE, Housing Authority of San Luis Obispo (HASLO), youth partners, and Adoptive Parents and Resource Parents.

The first half of the Stakeholders Meeting included a presentation of county performances, as well as, what services, resources, and processes have been provided and implemented since the CSA Community Forums. For the second half of the meeting, the attendees were divided into four groups based on their expertise to discuss the four focus topics of the CSA and SIP; Prevention, Safety, Permanency and Probation. The groups followed the Integrated Core Practice Model (ICPM) format and were asked three questions for Safety, Permanency and Probation. What about the collaborative process is working well? What about the collaborative process might we want to do differently to improve our service delivery for families and meet our outcomes? What might we want to do differently to make improvements?

The area of Prevention was discussed slightly differently than the three other areas. The purpose of having different questions pertaining to Prevention was for DSS to take the information to the OCAP Prevention Summit. The three questions asked for Prevention were; How is the County currently collaborating for prevention and how is it working? How could collaborating for prevention planning be improved? What might we want to do differently to make improvements?

The results of the breakout groups are summarized below.

PREVENTION

How is the county currently collaborating for prevention and how is it working?

- Juvenile Probation has been utilizing services through CWS
- DSS utilizes services, such as Parent Connection who provide services in both English and Spanish
- The existence of Services Affirming Family Empowerment (SAFE) system of care and successfully working with local agencies to support families
- FRC have great advocates who work with families to connect them with resources
- Behavioral Health providers screen for drug abuse and provide co-case management
- Providing mental health services at school sites through the Mental Health Services Act funding

- Providing education services for pregnancy and Sexual Assault and Relationship Violence (SARV) Prevention Program in schools
- Continued collaboration and partnership at Interagency Meetings
- Providing cross trainings throughout the community such as Partnership of Child and Family Team Meetings (CFTMs) and Mandated Reporter Trainings
- Having parent education in home has been a great support to families and provides them with services
- Children’s Service Network (CSN) provides oversight and support
- The use countywide of the universal 815 Release of Information Form has increased communication and information sharing
- There is a strong collaboration between many agencies throughout SLO County
- There has been an improvement of understanding Trauma-Informed Care (TIC) through additional trainings being offered to local schools and community organizations

How could collaborating for prevention planning be improved?

- Provide more child care throughout the county
- Invite Frank Warren from Drug and Alcohol Services (DAS) to the table for networking
- Limit meetings, try not to have so many
- Refine Management Support Team (MST) Meetings
- Have a conversation with community partners on prevention funding to help find gaps in services
- For Prevention Summit:
 - Continue to develop collaboration amongst agencies
 - Share data and provide cross training
 - Expand on Peer Mentoring Support Group
 - Work on finding more services for pregnant and prenatal population
 - Address local issues on affordable housing and shelter
 - Continue to work on the Voluntary Service Plan Protocol
 - Help community have a better understanding of what FRCs are throughout the county
 - Provide more direct collaboration with school and teens through FRCs
 - Improve and work on programs for families in transition
 - Provide more trainings to schools and teachers to help fill the gaps of services and resources in the community
 - There is still a need to educate prenatal mothers on substance abuse
 - Collaborate with schools to help eliminate duplication of services

What might we want to do differently to make improvements?

- Work to not duplicate services and consolidate services already offered by other community partners
- Utilize programs being offered by DAS
- Funding for FRC’s should be more organized, stable and start with prenatal mothers
- Work to have CSN come to DSS to do a site visit at DSS in April 2019 for month of the child

- There should be a more formal process at schools when referring families to FRCs
- Outreach to local pediatricians to have them more engaged with local community partners and DSS
- Invite Children’s Health Center and TMHA to the table
- Work on finding better resources for housing and make this topic high priority
- Utilize People’s Self-Help Housing more
- Participate in the Homeless Coalition to discuss housing

SAFETY

What about the collaborative process to, address Safety, is working well?

- SAFE Meetings:
 - There are a lot of resources and representatives for collaboration with SAFE
 - SAFE provides direct referrals
 - There is face to face accountability
 - It was suggested to add Independent Living Program (ILP) youth to SAFE meetings after they have stepped down to a lower level of care by the court
- Intensive Services Foster Care (ISFC) Homes:
 - There is a lot more collaboration in SLO County than in other counties for ISFC Homes
 - For this reason, family’s needs are met sooner
 - CWS continues to involve families in the Child and Family Team (CFT) process
- Katie A:
 - Improved specialty mental health services
 - Continued collaboration between agencies allows for more accountability

What about the collaborative process to, address Safety, might we want to do differently to improve our service delivery for families and meet our outcomes?

- RISE:
 - Conflict in laws make it hard for RISE to either report suspected child abuse or protect their client’s confidentiality
 - It was suggested that RISE attend Safety Organized Practice (SOP) Training
 - SOP will help provide shared language throughout RISE and other community partners
 - It was suggested that some foster youth be invited to SOP Training
 - Make sure family partners and advocates are using and accessing funding programs
- Wraparound Services:
 - Addressing challenges that youth and families have during and after Wraparound services are in the home
- Community Partners:
 - Should include ILP in SAFE Meetings
 - There is a community perception that CWS is too lenient when returning children to their parents and it was suggested that a 30-day trial be completed to see if parents are ready to have children back in their care.

- Suggested mandatory therapy once a certain number of referrals are received for a child

What might we want to do differently to make improvements?

- Provide panel presentations with multiple agencies to introduce what each agency's services are
- Collaborate on training between agencies to train in the community together
- Provide training not just to community partners, but to Parent Partners, Resource Parents, and Foster Youth
- Collaborate with the Foster Family Association (FFA) to recruit more foster families
- Provide more accessible Compassion Fatigue Training to first responders
- Provide SOP Training to interested Resource Families

PERMANENCY

What about the collaborative process, to address Permanency, is working well?

- Having a primary and secondary social worker supports
 - Successful concurrent planning
 - Open communication between the social workers and families
- CFTMs
 - Provide venue to make sure all CFT members are on the same page and everyone knows what the next steps are in the process
 - Improve communication between all CFT members
- Wraparound Services are great benefit for both foster and biological parents
 - Wraparound services provide another set of eyes and ears for the families
 - They provide transportation which is helpful
- Foster Support is working well
- DSS is collaborating with community partners to provide Parent Education throughout SLO County

What about the collaborative process, to address Permanency, might we want to do differently to improve our service delivery for families and meet our outcomes?

- Social workers need to improve on consistent communication with the families they are working with, especially during transitions
- Provide better communication when cases are being transferred
 - Providing prior information about a child would be helpful to the new Resource Parent
 - Have Social Workers inform the new Resource Parents what works well for the child and what does not
- DSS needs to support Resource Families more when they give notice for a child
 - Provide counseling for Resource Families to support them on the transition of a child leaving their home
 - Provide more resources that can be contacted to assist with the foster child
 - Provide more in home support services to Resource Families

What might we want to do differently to make improvements?

- Evaluate if therapy is a benefit to the child or not
 - It was suggested that social workers take into consideration the scheduling of visits and the activities occurring in the Resource Home
 - It was suggested to have facilitation for open communication when Resource Parents are mentoring Birth Parents
 - Provide training and support to both Birth Parents and Resources Parents
- Support Resource Parents more
 - Resource Parents feel that Birth Parents and children are supported, but that Resource Parents are not
 - There are advocates and representatives in court for Birth Parents and children, but not for Resource Parents

PROBATION

What about the collaborative process, to address Probation, is working well?

- Juvenile Probation works well with DSS, schools and parents
- There has been better communication between Juvenile Probation, community partners and families
- DSS and Juvenile Probation have been successfully discussing cases more often
- There is discussion on placement and transitioning youth to the correct placement for them
- There are more resources for youth
- Coastal Valley Academy (CVA) works with youth and helps youth feel they are on top of the process to support them
- It is helpful to have school on Wednesdays and then go to the CVA Meetings afterwards
- Juvenile Probation has DAS attend the Wednesday CVA Meetings
- Open communication about permanency with the youth
- CVA has already improved the success rate of youth leaving Juvenile Probation and into permanency
- The youth value that CVA allows them to provide their input

What about the collaborative process, to address Probation, might we want to do differently to improve our service delivery for families and meet our outcomes?

- Have more services for parents to participate in the CVA Program with the youth
- Expand local resources for CVA
- Work to have parents re-engage while youth is in program
- Provide a CVA BBQ to allow parents and youth to talk and reconnect
- Provide parent education for parents of the CVA youth
- Work with schools to have them help keep parents involved
- Work with community partners to provide more opportunities for housing assistance
- Have youth take classes that parents can attend to see the changes the youth has made from the youth's perspective

What might we want to do differently to make improvements?

- Have DSS prioritize placements to allow for consideration what the Juvenile Probation youth's needs are
- Provide education to Resource Parents regarding Juvenile Probation youth
- Complete more Family Finding and Engagement (FFE) searches for Juvenile Probation youth to make connections with family
- Provider more services and resources to help with adoption services
- Work to find how to bridge gaps between Juvenile Probation and transitional housing

ADDITIONAL STAKEHOLDER PARTICIPATION MEETINGS

The following examples illustrate the County's ongoing collaboration efforts with community stakeholders to reduce Recurrence of Maltreatment and Re-Entry after Reunification, and to improve Placement Stability:

- **Monthly Legal Education Trainings:** In addition to monthly Court and Family Maintenance/Family Reunification (FM/FR) Work Groups to support CWS practice, CWS Staff Development and CWS County Counsel have offered monthly Legal Education Trainings since January 2016 for Social Workers to receive legal education each month on a different topic. This forum also offers Social Workers an opportunity to ask case specific questions. Topics are selected by staff and County Counsel based on hot topics or areas needing improvement. This training has received positive feedback from staff and leadership. Supervisors and staff appreciate County Counsel sharing their legal expertise and addressing hot topics on an ongoing basis. Since implementation, County Counsel has covered topics, such as, Indian Child Welfare Act (ICWA), FFE, and Visitation Requirements, Court Interviewing, Warrants and Protective Custody Warrants, etc.
- **Family Preservation Program Work Group:** CWS and Juvenile Probation continue to collaborate with CAPSLO to sustain the expansion of the Prevention and Intervention services/resources to CWS and Juvenile Probation Families. This program facilitates a warm handoff from CWS and Juvenile Probation to local FRCs for ongoing and aftercare services.
- **Pathways to Well Being/Continuum of Care Reform (CCR):** DSS, in collaboration with Juvenile Probation, community agency partners, schools, former foster youth, birth families and Resource Families, has identified several priority focus areas to increase the recruitment, retention and support of Resource Families and improve stability and well-being for the children and families we serve. For example, CWS has established a new program called Faith in Motion (FIM), which engages community and faith-based organizations to support foster children and resource families. Another collaborative effort, involves CWS and Juvenile Probation collaborating to fund a CAPSLO Family Advocate to offer additional supports to Resource Families.
- **SAFE Collaborative Meeting:** CWS and local OCAP Providers have been meeting regularly to standardize practice; intake, case management, data collection, and develop new strategies to engage Resource Families. For example, OCAP Family Advocates are providing training

and flyers describing the role of Family Resource Advocates, and how they can assist in supporting staff and Resource Families to maintain placement stability.

- **SLO County Opioid Safety Coalition:** This coalition was established in January 2016 by DAS to address the impact of opioid in the community and reduce prescription drug misuse and abuse. The Initiative is driven by a diverse coalition of community members, including law enforcement, physicians and pharmacists, treatment professionals, Public Health Department, CWS, Behavioral Health Department, educators and others who are working to address the problem in SLO County. For more information please visit the SLO County Opioid Safety Coalition’s website: <http://www.opioidsafetyslo.org>
- **Family Treatment Court (FTC) Steering Committee:** CWS, DAS, County Counsel, Parent Partners, and Sober Living Environment partners meet monthly to support the county’s FTC Program. The FTC Steering Committee focused on establishing three key strategies to address in 2018 to improve the FTC Program. The three key strategies to improve the FTC Program are improving data collection, establishing an alumni group, and engaging local Intimate Partner Violence organizations to insert Intimate Partner Violence services to FTC clients to prevent recurrence of maltreatment and re-entry into foster care.
- **Teen Task Force:** In 2018, CAPSLO convened a Teen Task Force to address the needs of youth in SLO County. The purpose for this group is to convene agencies, non-profits, and the schools to focus on training and resource sharing to improve engagement and service delivery to youth in SLO County. This task force is meant to provide prevention services and is available for all youth in the community to attend. OCAP funds are used to support this group.
- **Judicial Stakeholders Meeting:** CWS, Juvenile Probation, Judge, County Counsel, CASA, school professionals, panel attorneys, and other local community partners meet quarterly to discuss local resources, practices and policies, and updates on agencies to make sure that they are all on the same page to support families through the court system.

CWS and Juvenile Probation continue to participate in local task force groups to address and provide a multi-agency response to incidents of Gang Violence, Domestic Violence, Homelessness, and Human Trafficking (HT). For example, in support of prevention of HT, the County’s Commercial Sexual Exploitation of Children (CSEC) Collaborative has hosted various CSEC and HT Trainings for local providers. In 2016, CWS hosted a CSEC 102 and a CSEC Multi-Disciplinary Team (MDT) Training for CWS staff and key stakeholders. CSEC MDTs have been implemented and are being facilitated by a CWS Social Worker.

CWS and Juvenile Probation also participate in local prevention and early intervention networks, such as First 5 Commission and CSN, to identify and provide resources to serve children ages 0-5; Prevention Alliance to collaborate with local schools on hot topics and resources; and SAFE System of Care to offer Family Team Meetings (FTMs). For example, the MST group is currently meeting to standardize the SAFE System of Care across the county and update all of the MOUs to match current practice.

CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR

DATA ANALYSIS

S2 RECURRENCE OF MALTREATMENT-CWS

This measure reflects all children who were victims of a substantiated maltreatment allegation during the 12 month reporting period, who were victims of another substantiated maltreatment allegation within 12 months of their initial report.

Over the course of the 5-year SIP, DSS was able to reduce Recurrence of Maltreatment from 14.3% in Q4 2013 to 11.6% in Q4 2018, an improvement of 2.7%. In Q4 2018, 61 out of 528 children were victims of another substantiated maltreatment allegation within 12 months of their initial report. SLO County was within 2.5% of meeting the Federal Standard of 9.1%. DSS's focus on SOP, CFTs and expanding the FTC program has made a positive impact on reducing recurrence of maltreatment since the initial SIP.

Of the 61 children with a recurrence in Q4 2018, over 51% were under the age of 5. Followed by the age group of 6-10 year olds at 21%. The smallest age group size was 16-17 year olds. The ethnic backgrounds for these children were primarily White children at 64%, followed by Latino children at 30%. The rest of the ethnic groups fell below 1%. Females represented a higher rate of recurrence at 57% compared to 43% of males.

DSS focused on training, implementation and practice integration of SOP as a strategy to reduce the recurrence of maltreatment. The SOP Integration Work Group has re-launched a series of SOP Trainings. Internal SOP champions have begun an SOP training series, which includes a SOP Overview, followed by each of the SOP modules. Training and coaching will be ongoing until all existing staff are trained. SOP Coaching Clinics were also implemented to address specific areas of SOP, such as SOP Overview, Preventing and Reducing Trauma, Interviewing Children and Building Networks, etc. Furthermore, CWS Management is working closely with CWS Supervisors to ensure all staff attend the SOP trainings. The goal of SOP Integration continues to move forward to support DSS's focus on reducing the number of children experiencing recurrence of maltreatment. As active participants in the SOP Backbone Committee, agency staff continue to advocate for the agency to obtain access to resources and training in support of the agency's SOP implementation efforts.

In practice, the inclusion of using initial Harm and Danger statements by the Intake Social Workers and the further development of those statements by the Emergency Response Social Workers was implemented. Emphasis was placed on family engagement and the use of Appreciative Inquiry, Trauma-Informed Practice (TIP), Safety Houses, Safety Mapping and the development of Safety Networks. In addition, Court Social Workers were targeted to develop behaviorally specific case plans and piloting the implementation of a CFTM within an SOP framework prior to the Dispositional Hearing for increased teaming and case planning activities. To assist in the family's transition to ongoing case management, the FM/FR Social Workers participate in the CFT prior to the Dispositional Hearing to support the development of collaborative working relationships and case transitions.

SLO County also focused on improving the FTC Program, as substance abuse remains one of the primary factors for recurrence of maltreatment. This is a strategy for P4 Outcome Measure; however, improving the FTC Program will also benefit S2 Outcome Measure. Over the course of the last 5 years, DSS has collaborated with DAS to introduce a new Family Reunification Support Group model, which allows clients to transition to a community-based aftercare Recovery Support Group as part of the FTC Program. DSS also collaborated to apply for the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Grant to launch a Celebrating Families Program. The Celebrating Families Program has allowed DSS to hire a FTC Parent Partner and Behavioral Health to hire DAS therapists. The FTC Steering Group continues to meet monthly to ensure the FTC continues to develop into a solid intervention for recurrence of child maltreatment.

Overall, continued collaboration with partner agencies and ongoing SOP, CFTM, ICPM Trauma, TIP, FTC, and CSEC Trainings will support shared understanding and practice alignment in the coordination of services and identification of needed resources in our community.

P4 RE-ENTRY IN 12 MONTHS-CWS

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

Over the course of five-year SIP, DSS was able to reduce Re-entry in 12 months from 19.8% in Q4 2013 to 8.9% in Q4 2018, a decrease of 10.9%. In Q4 2018, 8 out of 90 children, or 8.9% re-entered the foster care system. SLO County was within .6% of meeting the Federal Standard of 8.3%.

Of the 8 children who re-entered, 3 were 1-11 months old, 2 were 3-5 years old, 1 was 11-15 years old and 2 were 16-17 years old. Out of the 8 children, 3 were females and 5 were males. Re-entry within ethnic groups consisted of 1 Black child, 6 White children, 1 Latino child, and 0 Asian/Pacific Islanders children. Of the 82 children who did not re-enter, 4 were less than 1 month old, 7 were 1-11 months old, 12 were 3-5 years old, 24 were 6-10 years old, 13 were 11-15 years old and 2 were 16-17 years old. Out of the 82 children, 38 were females and 44 were males. No re-entry within ethnic groups consisted of 1 Black child, 36 White children, 41 Latino children, and 2 Asian/Pacific Islanders children. SLO County's continued focus on re-entries has significantly improved the agency's performance since the first year of the SIP. This validates the agency's ongoing efforts to increase resources and services to address the key contributing factors for referrals and re-entry.

One of the reasons for this improvement is the implementation of the CFTM model. As of April 2019, 300 community providers were trained in CFTM. SLO County multi-agencies have agreed to utilize the CFTM model in various team settings, such as Team Decision-Making Meetings (TDMs), Wraparound, SAFE, and Katie A FTMs. In addition to the implementation of CFTMs, CWS continues to practice progressive visitation and is seeking to strengthen Aftercare practices. SLO County continues to

strengthen the implementation of SOP as the universal language and the CFTM framework in the various FTMs to improve services and supports to families as they transition throughout the CWS CCR.

In addition, new resources were established to address the need for housing as clients work towards family reunification. One of the programs offered to families working with CWS is the Bringing Families Home (BFH) Program. The BFH Program is a rapid rehousing program designed to assist CWS families whose primary barrier to closing their CWS case is housing. For fiscal year 2017-2018, 53 CWS families were approved to participate in the BFH Program. Out of the 53, 28 (53%) were housed. Since implementation in 2017, 21 CWS clients who participated in the BFH Program were reunited with their children and transitioned into FM. Out of the 21 who reunified, 13 (62%) achieved family stabilization and had their CWS case closed. In addition, DSS works closely with Bryan's House, Upham and Anna's Home, to provide housing while clients are working towards sobriety and reunification. Anna's Home provides five women and their children a safe and sober living environment, and assists residents with the challenges of securing employment, managing a job and parenting, developing financial literacy and life skills, and acquiring permanent housing so the families may become self-sufficient. Anna's House staff worked closely with the BFH case managers to assist the client in locating housing and connecting community supports to sustain the family's ongoing success.

In order to address substance abuse relapse, which is one of the primary reasons for re-entry, CWS and DAS collaborated to establish a support group system beginning with the FTC Family Reunification Support Group (FRSG) and naturally transitioned into a community based substance abuse alumni group named Resource Support Network. Resource Support Network is a community based substance abuse alumni support group supported by DAS. The FTC Support System goal will include 7 sessions of FRSG and 3 sessions of Resource Support Network before graduating from the FTC Court Program. If this new support group system creates an additional barrier to the client's success in the FTC Program, the client will be allowed to complete 10 FRSG sessions instead to complete the program.

8A CHILDREN TRANSITION TO SELF-SUFFICIENT ADULTHOOD-CWS

SLO County youth in foster care enter adulthood with stronger opportunities to succeed as adults. Those with a high school diploma are more likely to experience higher earnings while experiencing lower rates of unplanned pregnancy, homelessness or incarceration in their lifetime.

High School Graduation Rates

The California Department of Education Data Reporting Office (CDE DRO) began tracking students in foster care outcomes in a specific category in 2014/2015. The CDE DRO system defines foster youth as any youth with an open Child Welfare court dependency case, regardless of their placement; the youth could be with parents, relatives, Non-Related Extended Family Member (NREFM), a foster home or a Resource Family Approval (RFA) home. Utilizing this data, the SLO County graduation for the baseline rate in 2014/2015 was 82.8%, which is 8.7% higher than the graduation rate for all students and higher only than special education in the five specialized categories CDE DRO tracks; English learners, migrant youth, special education and socioeconomic disadvantage youth. However, SLO's foster youth

graduation rate rose to 92.5% in the 2015/2016 school year, higher than all other categories, including all students, which was 92.3%.

For the 2017/2018 school year, of the 42 youth in care, 31 graduated with a high school diploma, a total of 74.5%. This is still well above the statewide foster youth graduation rate of 53.1%, though the state rate of graduation improved a couple of percentage points (2.3%). Unfortunately, three youth dropped out of school prior to graduation, for a 7.1% dropout rate. Of the remaining youth who did not drop out of school prior to graduation; one youth completed the California High School Proficiency Examination (CHSPE), one youth obtained the special education certificate of completion, one youth obtained a GED, one youth transferred and four youth are still enrolled. When taking into account the additional paths completing high school, SLO's success rate increases to 92.8%. This is slightly higher than SLO County's graduation rate of non-foster youth at 91.5% state and 83% non-foster.

Preparation for Support during Secondary Education/Trade School

To ensure the current and future success of youth in foster care, SLO County has combined the efforts of the CWS Social Workers, SLOCOE, Transitional Aged Youth Financial Assistance Program (TAY-FAP) and Choice Educational Services (CES). TAY-FAP is available to provide financial assistance to youth attending college or vocational programs. CES is a local contract that offers a college and career counselor who provides one-on-one mentoring and guidance through high school class planning and the college admissions process. This partnership with CES recently expanded, targeting service provision to students to commence during their freshman year of high school; students between the ages of 14 and 24 utilize CES to support educational exploration and planning throughout high school, during admissions, and through the completion of post-secondary degree or certificate program.

For the 2017/2018 academic year, 109 students received this specialized support. Of these students, 101 (92.6%) were ILP eligible; eight (7.3%) students were admitted through special exception, including four (3.7%) unaccompanied homeless youth.

Thirty students participated during their freshman through junior years of high school and 25 students participated while completing their senior year of high school. Of those 25 senior students, 24 (96%) met requirements set by the State of California for high school graduation and received their high school diploma by June 30, 2018. The remaining student obtained a high school diploma over summer for a 100% successful graduation rate. Additionally, 23 of the 25 (92%) seniors completed all of the required college applications, support program. 49 students were enrolled in college; 37 of these students were attending community college, while eleven were continuing their four-year university undergraduate requirements. One student was participating in graduate studies in social worker. Two students earned their Bachelor's degree from California State University Monterey Bay, one in psychology and one in biological sciences.

Five older youth (previous high school graduates, were in touch to inquire about returning to college or vocational studies.

ILP Expansion

The expansion of the ILP to include youth beginning at the age of 14 continues to be a positive change for the ILP Program. A new monthly report was created to identify youth who are eligible for ILP. If they have not yet been referred, a Program Review Specialist emails the Social Worker with a notification that the youth is eligible along with instructions on how to complete and submit the referral, with a request that the Social Worker complete a referral on the youth's behalf.

ILP and TAY-FAP are active and collaborative programs focused solely on supporting eligible transitional aged youth in becoming successful, independent adults. These youth continue to have direct access to case management support, either through ILP (up to age 21) or through the TAY-FAP coordinator (up to age 24 or 25, if participating in a last academic term). The ILP case manager strives to support the youth in building connections to their educational community through campus programs and personnel that will continue to provide support throughout their academic career, often beyond participation in ILP or TAY-FAP. Additional supports also include mentoring, employment opportunities through youth partners, and tutoring services. ILP and TAY-FAP have a visible presence in our community through participation with our local community colleges, Cuesta (San Luis Obispo) and Hancock (Santa Maria, in nearby Santa Barbara County), as well as the SLOCOE Foster Youth Advisory Board. They work closely with California State University Cal Poly San Luis Obispo to link students directly to supports and services. The ILP and TAY-FAP programs facilitate career and education focused events and workshops throughout the year, reaching out to youth between ages 14 to 24.

SLO County's fifth year goal of reaching 60% of eligible youth participating in ILP has been met, as 69% of eligible youth participated in Q4 2018. SLO County's fifth year goal of reaching 70% of youth receiving TILP delivered services has not been met, as only 63.5% of eligible youth participated in a point in time capture of the month of June 2018 (end of Q4 2018). However, this is an area believed to be in need of continued training, as 69% of eligible youth are participating in ILP services. This suggests that not all services are being entered in CWS/CMS for tracking and inclusion in SafeMeasures.

SLO County's fifth year goal of reaching 40% of youth receiving 14/15 year old eligible youth participating has been met, as 30 of 40 (75%) of eligible youth participated in Q4 2018 year to date.

SLO County's fifth year goal of achieving an 85% EFC eligible youth participating rate in EFC was just shy of being met, as 84% of eligible youth participated in Q4 2018, (58 of 69 youth eligible to participate in EFC at the point in time of December 31, 2018 were participating.

SLO County's fifth year goal of achieving a 20% re-entry rate of EFC eligible youth who exited was met. Of all youth who opted out of AB12 (21), 10 youth re-entered (though one opted out a second time, for a re-entry rate of 47.6%.

Additional outreach to eligible youth continues.

Housing

CWS and Probation utilizes the SOC 405X IRT Report, which is a report that Social Workers complete for all youth over the age of 18 as they exit foster care. As the information for 8A is no longer tracked by the state, CWS pulls this report to get accurate information to support the 8A outcome measure. The following information was pulled from the SOC 405X Report.

For the CSA baseline report period (Q4 2013), 100% of SLO County youth had housing arrangements. The SOC 405X Report for Q4 of 2018 shows 2 youth exited during the quarter, both between the ages of 20 and 21; however, only 1 youth's whereabouts were known. Subsequently, 100% of surveyed youth (1 youth) had housing arrangements.

SLO County continues to offer several housing options for youth. These options include Transitional Housing Placement Program (THPP), Transitional Housing Program (THP) and Transitional Housing Program plus Foster Care (THP+FC). Youth are offered supportive services and alternative entry models to address any concerns that may otherwise prevent them from being admitted. On the few occasions a youth has been unable to remain in THP due to safety or health reasons, 24 hour staff coverage was provided by our contracted Transitioned-Aged Youth (TAY) Housing Partner to provide supervision until an alternate placement to meet the youth's needs was arranged.

SLO County's TAY Housing contracted agency received a combination of bond funding and loans to purchase a six- bed housing unit that is used to house the TAY as well as homeless families within SLO County.

For parenting TAY youth who are over 18 years and are experiencing homelessness, there is the opportunity to participate in the Housing Support Program (HSP), though no ILP eligible youth utilized this program in 2018.

The ability to offer multiple unique housing options, in addition to the availability of the Supervised Independent Living Program (SILP) for AB12 youth, have had a positive impact on our youths' housing needs. In addition, ILP and CWS collaborate to provide information pertaining to all housing option and housing resources at multiple events throughout the year, including the Annual Youth Wellness and Resource Fair, Life Skill and Youth Emergency Services and Shelter (YESS) housing specific classes. Additionally, CWS Social Workers and ILP case managers work closely with all youth during one-on-one CWS and ILP case management contacts (meetings, phone calls, emails, and text messages) to ensure each youth has access to stable housing. The aforementioned TAY-FAP program specifically addresses financial needs, including housing, to support students participating in higher education or trade school. Although not the primary focus of every event throughout the year, housing information is available and accessible at every event.

Permanency

For the 2013 baseline data month, SLO County has a 100% rate of youth who have permanency connection with an adult. SLO County has collaborated with CASA to create a mentor program for ILP eligible youth. The mentor program has been beneficial by helping youth create another relationship

with someone that they can carry on into adulthood after their professional services end. SLO County focuses intently with youth to help them identify and build their own support network that they can continue to access upon case closure.

The SOC 405X Report for Q4 of 2018 shows that 2 youth exited during the quarter, but both between the ages of 20 and 21; however, only one youth's whereabouts were known. Subsequently, 100% of surveyed youth (1 youth) reported at least one permanent connection.

SLO County's FFE focus has facilitated numerous familial connections for youth who had not previously been aware of, met, or lost touch with, relatives and extended family members. Relatives can choose to be involved in a variety of ways, including contact through phone calls, letters and visits, or offering placement.

Due to the small sample size in SLO County, percentages may be impacted significantly by the number of youth being counted in this measure.

Employment

The SOC 405X Report for Q4 of 2018 shows that 2 youth exited during the quarter, both between the ages of 20 and 21; however, only 1 youth's whereabouts were known. Subsequently, 100% of surveyed youth (1 youth) had employment arrangements.

From anecdotal data, this measure continues to increase due to AB12 having a positive impact on youths' readiness for employment and due to collaborative efforts with local youth job readiness programs. The SLO County collaboration with Work Force Innovation and Opportunity Act (WIOA) for a Youth Workforce Program has solidified in that the ILP Program Manager has joined the advisory committee. These programs promote job opportunities for youth in the community. Job shadowing and mentoring opportunities have allowed unpaid positions to convert to paid employment. In addition, CWS is collaborating with community partners to develop paid job shadowing and monitoring opportunities within the community.

P5 PLACEMENT STABILITY-CWS

This measure reflects the number of children who enter foster care in a 12-month period and the rate of placement moves per days in foster care.

Over the course of the 5-year SIP, DSS was unable to reduce the rate of placement moves for children in foster care from the rate of placement moves in Q4 2013 from 4.45% to 5.98% in Q4 2018. This demonstrates an increase of 1.53% in placement moves. SLO County was within 1.86% of meeting the Federal Standard of 4.12%. DSS's focus on increasing recruitment efforts and resources for Resource Parents and Social Workers fell short in establishing a solid systemic framework for recruiting homes and providing the necessary services and resources to Resource Parents and Social Workers.

A review of the Q4 2017 Date Report reflects that in December 2017, 26% of children were maintained in their communities of origin. As of December 2018, the number of children maintained in their

communities decreased to 24%. Additionally, the report outlines as of October 2017, 174 children in care were members of a sibling group. Of the 174 children, 51.1% (89) of siblings were all placed together, 17.8% (31) were placed with some of their siblings and 31% (54) were placed separately. As of October 2018, 183 children in care were members of a sibling group. Accordingly, continued growth in this area is needed to maintain sibling relationships, wellbeing and placement stability.

In Q4 2018, the rate of placement moves per days in foster care were highest amongst the age group of 11-15 year olds with 60 placement moves for this group. Followed by the age group of 6-10 year olds with 33 placement moves and age group 16-17 year olds with 27 placement moves. The rest of the age groups have less than 20 placement moves. The ethnic group with the highest placement moves is White children with 101 placement moves, followed by Latino children with 45 placement moves. Black children had 14 placement moves and Native American children had 2 placement moves. In regards to gender, females had a slightly higher number of placement moves with 89 compared to 83 for males.

SLO County continues to focus on sustaining the implementation of the RFA process and expanding Home-Based Foster Care (HBFC). The goal remains to have foster youth return from a Congregate Care setting to supportive familial settings. In order to focus on this goal, DSS has expanded the FFE team to allow complete and rapid-intensive relative searches, which will help find a familial placement for the youth. DSS has also increased outreach presentations to local faith-based organizations and schools. The Quality Parenting Initiative (QPI) Work Group has regrouped to engage existing Resource Parents to utilize the Resource Family Support Unit, the Foster Parent Association (FPA), California Youth Connection (CYC), and the local informal network established by Resource Parents. All of these efforts are intended to increase the number of RFA homes available in SLO County.

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

In the 2014 CSA, Juvenile Probation identified Permanency in 12 Months as a difficult measure to meet due to the many barriers that Juvenile Probation youth face. According to the Q4 2018 Data Report, Juvenile Probation had 2 youth out of 8 who were discharged to permanency within 12 months of entering foster care. A breakdown of the youth population analysis data revealed that the 2 youth who attained permanency in 12 months were both 16 year old females. Of these 2 females, 1 was Hispanic and 1 was Asian Indian. The remaining 6 youth who did not attain permanency in 12 months consisted of two 17 year old White females, two 17 year old White males, one 17 year old Hispanic male, and one 16 year old White male. Although Juvenile Probation performed at 33.3%, which is under the national standard of 40.5%, this was an increase from the 11.8% of youth who attained permanency within 12 months of entering care, as reported in the Q4 2017 Data Report.

Juvenile Probation foster youth are older on average and have more at risk behaviors and intensive needs, such as, substance abuse, criminal behavior, and mental health issues for both the youth and parents and a history of child abuse for the youth. These at risk behaviors and intensive needs can prove challenging when trying to provide permanency.

It should also be noted that Juvenile Probation often receives youth who have already been in foster care for several months. When a youth enters Juvenile Probation while in foster care, the clock for

permanency does not start over. A youth could be close to 12 months in care by the time Juvenile Probation receives the youth, which leads to a delay in permanency. For instance, youth who enter the CVA Program, which is a 6 month commitment, who have already been in foster care for 6 months or more, will automatically surpass the timeframe to meet this outcome measure.

For many youth in Juvenile Probation, returning home is not an option for them. The higher level of care most Juvenile Probation youth have, make it hard to find a permanent placement for them. Juvenile Probation has continued to collaborate with CWS regarding the utilization of RFA homes and the sharing of resources and services available through the Foster Parent Recruitment Retention Support (FRRS) funding. Juvenile Probation continues to participate in CWS Central Case Staffing in an effort to match Juvenile Probation youth with foster families. Additionally, Juvenile Probation has increased the use of FFE services. Juvenile Probation has also been involved in a CCR Work Group and has trained Juvenile Probation staff on CFTM's. The CVA Program also allows Juvenile Probation to be more hands on with the services they can offer potential foster placements for youth by providing frequent updates and progress to potential foster families and allowing the foster parents to meet and interact with the youth before they exit the CVA Program or Juvenile Probation.

Additionally, it is expected that the FRRS strategies will have a positive impact on permanency for Juvenile Probation foster youth by increasing home-based family care capacity in the county as well as providing additional supportive services directly to the youth, their families and their foster homes. Juvenile Probation has continued utilizing in-home behavioral and parenting support as well as the Stipend Program available to youth and Resource Families to help them access normalizing activities and respite care. Juvenile Probation Officers continue to be trained on SOP and CFTM, while Juvenile Probation provides an overview of Juvenile Probation to all new Social Workers during the Social Worker Induction classes.

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

Juvenile Probation has been working to reduce the overall number of youth entering Congregate Care, first outlined in the 2013 SIP. According to the Q4 2018 Data Report, Juvenile Probation had 1 youth enter foster care to a first placement type of Congregate Care. This was an increase from the Q4 2017 Data Report, which included 0 youth, but a decrease from the 10 youth noted in the Q4 2016 Data Report. The 1 youth noted in Q4 2018 Data Report was a 17 year old Asian female who required specialized residential treatment.

While trends continue to indicate a decrease of overall Juvenile Probation youth entering foster care as well as a decrease for those first entries into placement going directly into Congregate Care. One factor for the reduction in first entries going into Congregate Care was the implementation of an in-custody residential treatment program within the SLO County Juvenile Hall, the CVA. However, some of the youth who enter CVA end up needing to enter foster care upon completion of the in-custody portion of the program. In those situations, Juvenile Probation has been utilizing HBFC in lieu of sending youth to Short Term Residential Therapeutic Programs (STRTPs). Additionally, Juvenile Probation has attended updated Resource Family Training (RFT). Juvenile Probation will continue to assess and analyze the

impact of CVA on placement stability and least restrictive care entries and work to effectively access HBFC options.

STATUS OF STRATEGIES

Outcome Measure: S2 Recurrence of Maltreatment

Strategy # 1: Implement SOP CFTMs

Analysis: (CWS)

Approximately 325 community partners participated in SOP 101 trainings and 300 completed the CFTM Training over a two year period. The SOP CFTM Work Group conducted a countywide training evaluation through surveys to determine the most responsive strategies to support the continued practice integration and program improvement of SOP CFTMs in our community. Analysis of feedback received demonstrated that the training collaborative reached a high training saturation level in the community and that partners felt clarity on common language, the importance of teaming as well as their role and function within the team setting. Inquiries were made as to the level of understanding of the ICPM and how SOP, CFTM's and associated initiatives fit within the practice framework. The collaborative identified the development of a comprehensive ICPM Training that was inclusive of SOP, CFTM's, TIP, Child and Adolescent Strengths and Needs (CANS) and Structured Decision-Making (SDM) as the next step in program development. The team is currently in process of refining the ICPM Training and intends to offer the training on a quarterly basis. Concurrently, the CFTM Work Group identified a reconvening of countywide CFTM facilitators with representation from each agency as the next step in increased training and skill development of CFTM facilitators. Two SOP CFTM Facilitator World Café Workshops are scheduled for May of 2019. From this work, a collaborative SOP Facilitator Training will be developed that is inclusive of the ICPM framework and associated initiatives.

Outcome Measures Affected: S2, P4, P5

Action Step Status:

- SLO County will convene a meeting with all of the FTM Facilitators to assess existing FTMs and strategize how the agency and community partners can transition to one universal CFTM structure - **COMPLETED**
- Review existing FTM procedures and documents to assess comparability – **ONGOING**
- Develop policy and procedures in support of SOP CFTMs – **ONGOING**
- Provide training and coaching to achieve uniformity in the use of SOP Mapping Sessions to prepare for the CFTMs – **ONGOING**
- Provide support in sustaining the implementation of SOP CFTMs – **ONGOING**
- Develop an SOP CFTM evaluation methodology to monitor progress and impact of SOP CFTM on CWS practice – **IN PROCESS**

Method of Evaluation and/or Monitoring:

- SOP CFTM Work Group is hosting a cross agency collaborative CFTM Facilitator World Café Workshop to identify strengths and areas of training opportunity that will inform the development of SOP CFTM Facilitator Trainings that are grounded in the ICPM and associated initiatives
- CFTM Workgroup will provide training and coaching to achieve joint understanding between DSS, service providers, and families about child safety, improving transparency, and improving overall practice outcomes
- CFTM Evaluation Tool will be confirmed and implemented into practice to ensure input from CFTM participants informs program development and continuous quality improvement
- Continue to monitor progress utilizing CWS/CMS, SafeMeasures, and Business Objects reports and CFTM database

Additional Strategies (when applicable):

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

Program Reduction:

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

Outcome Measure: S2 Recurrence of Maltreatment

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

Analysis: (CWS)

In an effort to improve the collaboration between DSS and Behavioral Health, the Pathways to Well-Being Work Group was established. This Work Group meets regularly to develop policies and strategies relating to mental health needs in the community.

In March 2017, the DAS' Drug Medi-Cal Implementation Plan was approved by the Center for Medicaid Services (federal) and the Department of Health Care Services (state). This plan comes with funding that will expand drug and alcohol services by increasing the following; central access and manage care, youth intensive outpatient treatment services, residential treatment for women with children, medical assisted treatment programs, and staffing. The expansion of these services has provided much needed services for CWS clients to maintain their sobriety and family reunification.

In October 2018, SLO FTC was one out of seven awardees of the Office of Juvenile Justice and Delinquency Prevention (OJJFP) Federal Grant with Children and Families Future. The purpose of this grant is to enhance opioid use treatment for the parents whose children are under the age of 18 and are involved in the Child Welfare system because of child abuse and neglect issues. More specifically, this grant will bring back the Celebrating Families Program to SLO County. It will also add 1 additional CWS Parent Partner position to work specifically with FTC parents and 2 Behavioral Health clinicians. One of the Behavioral

Health clinicians will work ½ time in North County and the other Behavioral Health Clinician will work ¾ time in South County. The Behavioral Health clinicians will be offering Attachment Therapy and Trauma-Informed Therapy to children whose parents are participating in FTC.

The OCAP Program Manager continues to meet monthly with CAPSLO and The Link, local CAPIT/CBCAP/PSSF providers to ensure services provided align with the SIP's goals. These providers play a key role in prevention/early intervention by facilitating SAFE Meetings. They also provide prevention case management, concrete supports, and multiple parenting education classes throughout the county. They are partners in the CFTM during the initial engagement phase, ongoing, and a part of the family's aftercare support once the CWS case closes. Furthermore, they are actively engaging Resource Families and adoption families to provide community-based supports.

In 2018, CAPSLO convened a Teen Task Force to address the needs of youth in SLO County. The purpose for this group is to convene agencies, non-profits, and the schools to focus on training and resource sharing to improve engagement and service delivery to youth in SLO County. For example, the September 2018 meeting offered training on Building Asset Development and Resilience in Teens and Information on and Warning Signs of Human Trafficking.

Outcome Measures Affected: S2, P4

Action Step Status:

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

These services will include:

- Expansion of Spanish-speaking resources – Parent Connection has increased the number of parenting classes provided in Spanish.
- Develop Father Support Groups and Parent Partner programs – CAPSLO has developed Positive Opportunities for Parenting Success (POPS) Program.
- Engage youth to identify gaps for resources/services that will be made available to them – Youth focus groups funded by Prevention Addressing Child Trafficking (PACT) have been held.
- Establish a Teen Task Force to address the needs of youth/young adults in SLO County.

Method of Evaluation and/or Monitoring:

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

Additional Strategies (when applicable):

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

Program Reduction:

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

Outcome Measure: P4 Re-entry in 12 months

Strategy # 3: Family Treatment Court (FTC) Alumni Association and Aftercare

Analysis: (CWS)

SLO County’s continued efforts to strengthen the FTC Program remains a critical component of DSS’s efforts to prevent child from re-entering foster care.

The FTC Steering continues to work on the strategic goals that were established in 2017. The strategic goals are intended to improve data sharing and collection, expand the Parent Partner Program, and establish an alumni group for FTC clients.

The FTC Database Collection Sub-group established a FTC Data Dashboard, which monitors the client’s progress in the FTC Program. This allows the FTC Steering to efficiently identify gaps in services and positive and negative trends. In addition to the FTC Data Dashboard, the FTC Steering agreed to collaborate with a student from SLO County’s local California State University Cal Poly to complete a local data analysis of the FTC Program. Ms. Tso’s “An Exploratory Study on Birth Mother’s with Substance History” is an exploratory study focused specifically on substance abuse related characteristics and it has hypothesized that those variables would show significant impact on reunification outcomes. The results showed that alcohol, meth, heroin, and prescription drugs as having the highest magnitude coefficients and demonstrate them as the most influential out of the variables observed.

In addition, CWS and DAS have focused on establishing stronger support systems for their FTC families. CWS has refined its Parent Partner Program to have a stronger presence in CFTMs and Court Hearings. In support of the FTC Program, the CWS Parent Partner continues to facilitate the FRSG Meetings. The agency has also recently contracted with 2 Family Stabilization Services Parent Partners, which provide peer support as the client’s transition to FM.

As referenced in Strategy 2, SLO FTC was one out of seven awardees of the OJJFP Federal Grant with Children and Families Future. The benefits listed in Strategy 2 will support the FTC Program and addressing substance abuse.

Furthermore, DAS has formed several community-based supports, such as the Resource Support Networks whom offer an alumni and peer support for sober living. This has offered the opportunity to amend the support group expectation for FTC clients to include a combination of 7 FRSG and 3 Resource

Support Network sessions. The FRSG is designed to help support FTC clients cope with the stress caused by the transition of having their children back in their care while maintaining sobriety. While the Resource Support Network is an alumni group for individuals who have completed a substance abuse treatment program. This amended support group series will allow clients to transition into a community-based sober living support group before graduation from the FTC Program. The goal for adding Resource Support Network to the FTC client's support sessions is to connect the FTC clients to the a local Substance Abuse Recovery Alumni Group, which provides sober living resources and a community-based support network.

Outcome Measures Affected: P4

Action Step Status:

Year five focused on several areas in support of the FTC Program: FTC Steering Committee, FRSG, and re-evaluating the FTC Alumni Association and Aftercare Committee strategic planning.

Action Steps:

- Create FTC Association and Aftercare Committee to discuss information from other counties' Aftercare programs to see what model would best fit SLO County—**COMPLETED**
- DSS will request an additional Parent Partner position to assist with the initial coordination of the FTC Alumni group- **COMPLETED**
- Identify appropriate Alumni to begin the association and to create an ongoing recruitment process to build the association. – **COMPLETED**
- Locate and support the Alumni Association by finding a location to have regular Alumni Association meetings— **COMPLETED**
- Maintain statistics to compare FTC families who have participated in the Alumni Association with ones who have not in comparison to reentry rates – **IN PROGRESS**

Method of Evaluation and/or Monitoring:

- A weekly FTC Staffing Meeting occurs to provide ongoing progress reports for all of the FTC clients.
- The CWS FTC Coordinator and the DAS FTC Coordinator provide monthly reports to the FTC Steering Committee. Successes and gaps are identified and addressed timely because of this collaborative meeting.
- FTC and FRSG Databases were created to track the number of clients assigned, client status, activities, progress, allegation list, and completion reasons. These databases are now being used to monitor FTC Outcomes.

Additional Strategies (when applicable):

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

Program Reduction:

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

Outcome Measure: P4 Re-entry in 12 months

Strategy # 4: Utilize the Quality Assurance case reviews

Analysis: (CWS)

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

The QA process in SLO County has continued to encounter hurdles in the last few years. In the latter half of 2016 and the beginning of 2017, the implementation of ongoing action steps was delayed moving forward as one of our QA Social Workers Case Reviewers left in August 2016 and DSS was unable to fill the position until February 2017. The position was vacant for a second time from October 2018 until March 2019. With only one case reviewer on staff, it has been a struggle to complete all the case reviews in a timely manner.

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

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

During case reviews, the QA Social Workers work to identify gaps as well as resources that will assist in improving outcomes. As of June 2016, the QA Social Workers have been able to identify several key

components in cases that have been instrumental in preventing re-entry within 12 months. Some of these components include use of a parent partner, identifying therapists in the county who have been extremely successful dealing with specific issues, and having a consistent Social Worker Aide throughout the life of a case. The resources identified will be compiled into a list for the Social Worker Supervisors to use in their monthly individual meetings with staff.

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

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

Action Step Status:

- The identified QA Social Workers completed the 4-day Onsite Review Instrument (OSRI) Training on 4/14/15-4/17/15. - **COMPLETED**
- The QA Social Workers will participate in 4 coaching calls and conduct case reviews on the list of cases provided by the state - **COMPLETED**
- The QA Social Workers continue to conduct formal case reviews and report their findings regarding trends and training needs, Policies and Procedures updated as needed- **ONGOING**
- Through the ongoing case reviews, the QA Social Workers identify resources that will assist in improving outcomes. These resources will be compiled into a list for the Social Worker Supervisors to use in their monthly one-on-one meetings with staff - **ONGOING**
- The QA Program Manager meets bi-monthly with QA Social Workers to discuss case reviews and findings - **ONGOING**
- The QA Program Manager attends a monthly meeting with Division Managers to discuss results from the case reviews for that month - **ONGOING**
- The QA Program Manager and Social Workers attend program work groups to discuss trends and areas of improvement identified – **ONGOING**
- QA Social Workers will continue reviewing case reviews- **ONGOING**
- Any new QA staff will attend the 4-day OSRI Training and participate in 4 coaching calls before taking the final mock case review, including the QA Social Worker Supervisors- **ONGOING**

Method of Evaluation and/or Monitoring:

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

Additional Strategies (when applicable):

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

Program Reduction:

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

Outcome Measure: 8A Children Transitioning to Self-Sufficient Adulthood**Strategy # 5: Child Welfare will expand engagement of youth in Extended Foster Care****Analysis: (CWS)**

SLO County expanded participation in ILP services to youth beginning at age 14 as of July 1, 2015. CWS is working in collaboration with the county's ILP service provider, FCNI, to create a program and services targeted towards the younger ILP population. A new workgroup, the TAY Advisory Council, continues to meet quarterly to discuss ILP training needs and plan for the upcoming training sessions for the next quarter. This work group is comprised of county staff, former foster youth, community college staff, ILP staff, and trainers.

SLO County continues to develop the process of identifying AB12 opt-out themes, such as; why foster youth who are eligible for Extended Foster Care (EFC) services decline to participate, as well as developing re-engagement strategies for these youth. Social Workers are available to speak with youth after their EFC case has closed and to work with them throughout the re-entry process. SLO County would like to expand on re-engagement efforts by examining what aftercare options can be offered, how to maintain ongoing contact with youth, and how to create youth friendly materials. SLO County is in the process of examining exit strategies to determine if exiting foster youth are being provided adequate information. SLO County will also be examining our re-entry process to determine if there are any areas that need attention, which could be improved to increase navigation or identify potential barriers to re-entry.

While more youth opted out of AB 12 during the current review period than in the prior, the re-entry rate exceeded our five-year goal. Social workers reported that youth who opt out often express the desire to cease involvement with "the system." Youth who have opted out generally reconnect independently or by contacting their previous social worker or the ILP program. ILP refers the youth to contact the CWS Intake line and supports the re-entry process as needed.

SLO County has examined the exit materials and while the information provided is sufficient, it would benefit the youth further if presented in a youth-friendly format. Child Welfare is collaborating with FCNI while also seeking youth input to continue development of relevant and improved materials during 2019.

In addition to continued development of youth-focused materials, a need for additional staff training would be beneficial. While DSS's procedure is that youth shall re-enter AB12 through the CWS Intake Unit, it will be helpful for all line staff, supervisors and ILP case managers to have the ability to support the youth through the process and answer any questions the youth might have along the way. As staff are frequently in the field, they may prioritize other work over searching an electronic manual for directions

pertaining to AB12 re-entry when the responsibility “belongs” to another unit. However, all share the responsibility for the health and care of youth, and to support the success of the youth. Providing the information as to the process and possible support the youth might need during a regular training for staff will not require the staff to seek information independently during the time they are prioritizing their current caseload. Yet to have this information available to the youth who is re-entering AB12 by their previous Social Worker could be an extra personal connection that might improve the success of re-entry into the program. Additional training is being developed to provide this information to staff at regular intervals and through multiple modalities, including a monthly staff newsletter, monthly CWS all staff meeting, unit work groups, and unit meetings.

Outcome Measures Affected: 8A

Action Step Status:

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

- Expand participation in ILP services to youth beginning at age 14. This opportunity has seen an increase in our ILP services, as younger youth are utilizing ILP. By starting earlier with the provision of services to youth, they will be better prepared to transition to successful adulthood. - **COMPLETED**
- Utilize pre and post skills assessment tools to measure skill development- **ONGOING**
- Work with community partners to develop targeted services to engage youth in the 14-15 year old age range- **ONGOING**
- Examine re-entry procedure to determine if the re-entry process is easy to navigate and address any potential barriers for youth who want to re-enter EFC. Further analysis and determination if additional changes are needed will be completed in 2017- **ONGOING**
- Utilize re-engagement strategies for youth who have opted out to encourage re-participation. Social Workers are available to former youth who wish to re-enter foster care. More in depth analysis will take place in 2017- **ONGOING**
- Examine exit strategies to determine if exiting foster youth are being provided adequate information to be successful and have information about all resources available to them. Youth are provided information at exit, analysis and creation of more youth friendly materials will begin in 2017- **ONGOING**

Method of Evaluation and/or Monitoring:

- SLO County is working with the FCNI to develop data reports that are helpful in tracking the desired outcomes. SLO County plans to:
 1. Monitor participation rates of 14 and 15 year olds
 2. Monitor participation in EFC
 3. Monitor reasons why youth opt out of EFC
 4. Monitor rate of foster youth who re-enter after exiting EFC
- SLO County will focus on the evaluation and monitoring of reasons why youth opt out of EFC and the rate of foster youth who re-enter after exiting in future progress reports.

Additional Strategies (when applicable):

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

Program Reduction:

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

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

Strategy # 6: Promote preparation of youth to emancipate

Analysis: (CWS)

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

SLO County’s ILP contract agency continues to utilize the trademarked Life Book of their own creation, a comprehensive, age appropriate, useful workbook that assists participants in the completion of their Transitional Independent Living Program (TILP) and other life skills. Training on working with the Life Book is provided to ILP case managers, CWS Social Workers, caregivers, and youth. ILP case managers and CWS Social Workers are provided additional training with which to help youth seek community connections and build a support network that they will continue through and after emancipation.

The ILP Program Manager, together with the ILP service provider, convenes a quarterly TAY Advisory Committee that brings together community partners, staff, and former foster youth to collaborate on helping youth achieve independence.

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

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

Additional outreach to eligible youth continues.

Outcome Measures Affected: 8A

Action Step Status:

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

- Schedule LTMs for all youth age 16 or older who are in FR or Permanent Placement status- **ONGOING**
- Monitor the use of LTMs through the ILP database on a monthly basis- **ONGOING**
- Seek evidence-based literature that can be used by caregivers at home and that will help them work with their youth to develop life skills- **ONGOING**
- Offer training to caregivers to help them understand the needs of emancipating foster youth and to develop strategies to work with their youth- **ONGOING**
- Work with youth to identify mentors and other supportive adults who can offer positive support as they move toward independence- **ONGOING**
- Examine current assessment tools used to create youth's TILP to determine effectiveness- **ONGOING**
- Develop a tracking mechanism to ensure that all youth are being offered training and/or outreach materials in the core life skills domains. Skills include; Education, Employment, Housing, Life Skills, and Permanency- **ONGOING**
- Monitor participation of youth and completion of TILP goals and life skill development through ongoing skills assessment testing- **ONGOING**
- Explore using prevention funds to contract with a community partners for a mentoring position that will work directly with foster youth who are parenting. Multi-generational involvement with CWS is not uncommon and a maternal history of victimization is a significant risk factor. Rates of substantiated abuse and neglect among children born to teen mothers with a history of reported or substantiated maltreatment are 2 to 3 times higher than the rates of children whose teen mothers had not been reported to CWS (Children's Data Network report California's Most Vulnerable Parents: When Maltreated Children have Children). Mentors would be available to work intensely with parenting youth to address parenting needs and connecting youth with supports and resources- **IN PROCESS**
- Identify training needs of Social Workers to help them evaluate the competency of youth on their caseloads in each of the core areas of ILP skills- **ONGOING**
- Create a structure that will ensure that youth with identified competency deficiencies, have received appropriate referrals and supports for improvement- **ONGOING**

Method of Evaluation and/or Monitoring:

SLO County plans to:

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

Additional Strategies (when applicable):

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

Program Reduction:

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

Outcome Measure: P5 Placement Stability

Strategy # 7: Increase recruitment efforts

Analysis: (CWS)

Several specialized recruitment and outreach campaigns have been implemented, with an emphasis on seeking Resource Families to care for teens and siblings groups. To ensure the availability of families to meet each youth’s individual and specific needs, these campaigns are quite varied and creative. CWS is now conducting community and school district specific recruitments to ensure that youth have the opportunity to be placed with a family in their home community, providing continuing in routine, school attendance, and neighborhood relationships. Home is the Goal was developed to further these efforts through close collaboration with SLOCOE and utilizing school and district-specific recruitment materials. Additionally, organizational specific campaigns have been implemented in an effort to harness group culture energy. For example, local businesses, recreational teams and social groups have been contracted to partner with in the effort to recruit Resource Families. CWS continues to collaborate with FCNI in recruitment efforts. Joint recruitment materials have been created including brochures, flyers, referral cards, videos, commercials, and social media posts.

Most recently, unique passive outreach campaigns were developed, including local university student group led art gallery called Art After Dark. This was a free community event showcasing local artwork. Non-identifying portraits of youth were utilized to raise awareness of the need for Resource Families in SLO County and materials were provided to attendees with a focus on teen and sibling recruitment.

Some other resources, trainings, and programs that have been implemented to support P5 include:

- Examination of placement needs for children within certain age ranges, characteristics within our community to best strategize solutions
- Continued monthly QPI Stakeholders Meetings
- Ongoing convening of the CWS Multi-Disciplinary Community Recruitment and Retention Work Group to identify recruitment priorities and evaluate outcomes from targeted recruitment strategies.
- Developed and implemented county ISFC Program to increase capacity for HBFC for high needs children/youth and teens

- Development and enhancement of databases to inform recruitment, support placement stability and alignment with CCR to include:
 - Improved capability of tracking community members who are interested in supporting youth in foster care, which improves follow-up in an effort to develop additional county RFA homes.
 - Clarified categories of methods of support community members may express interest in, improving ability to refer interested parties to the best agency to work with.
- Redeveloped web presence in partner with SLOCOE to support recruitment and communication at www.SLOfostercare.com.
- Participating in quarterly tri-county recruitment collaborative with neighboring county Departments of Social Services; participating in monthly discussions with FFA partner FCNI; participating in monthly meetings with Recruitment unit, Placement Unit and media consultant.
- RFT is available online through the Foster Parent College for continuing education or initial modules on a case-by-case basis.
- Identified opportunities for continued outreach to develop community awareness, including establishing a new program to create a network of local government supporters in the major municipalities of SLO County.
- Developed Emergency Foster Care Shelter Program with Seneca Family of Services. There was a slight delay in services for this program as the initial Resource Home was no longer able to be a Resource Home. A new Resource Home has now been certified and the Emergency Foster Care Shelter Program is once again being utilized.

Outcome Measures Affected: P5 Outcome Measures Affected: P5

Action Step Status:

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

- Improve Initial RFT, previously known as PRIDE - **ONGOING**
- Partner with Foster Family Agencies, community partners, CWS Social Workers, Social Work Supervisors, management, former foster youth, Resource Parents, Foster Parent Association, Juvenile Probation, and Birth Parents to analyze census data to develop a better understanding of the dynamics and challenges within our community- **ONGOING**
- Continue to convene multi-disciplinary community recruitment and retention- **ONGOING**
- Target recruitment for teens and siblings- **ONGOING**
- Provide services to families, such as free health screenings, TB tests, live scanning and CPR/First aid training- **ONGOING**
- Develop joint coastal collaboration with Santa Barbara and Ventura counties for shared learning and strategy development for recruiting and retaining Resource Homes- **ONGOING**
- Develop comprehensive database for tracking RFT participant’s attendance and services- **ONGOING**
- Create new SLO County Certified Shelter Bed Homes Program- **ONGOING**
- Development of new ISFC Program to provide home-based foster care for teens and youth with high-level needs-**ONGOING**
- Development of Emergency Foster Care Shelter Program with Seneca Family of Services- **ONGOING**

- Development of After Hours Emergency Foster Care Shelter Program- **ONGOING**
- Development of ISFC for at-risk and CSEC HBFC for teen girls- **ONGOING**
- Development of Group Home/STRTP policy and procedures- **ONGOING**
- Enhanced development of Placement Databases to track ISFC homes- **ONGOING**
- Enhanced development of Group Home/STRTP Database to track and analyze entries and exits into Congregate Care and STRTPs- **ONGOING**
- Apply for new funding opportunities to explore new and innovative recruitment, retention and support strategies- **ONGOING**
- Better utilize already identified months (such as National Foster Care month and National Adoptions month) to drive community wide awareness of the need for Resource Families and promote awareness of foster care- **ONGOING**
- Seek additional opportunities to partner with schools to recruit teachers to help increase the availability of homes within each school district- **ONGOING**
- Implement Home is the Goal Program- **ONGOING**
- Develop and implement TIPS- **ONGOING**
- Examine trend of male foster youth experiencing a higher level of placement instability than female foster youth and identify strategies to address this disparity- **ONGOING**
- Examine trend of older youth experiencing a higher number of moves and identifying strategies to recruit homes- **ONGOING**
- Develop and circulate a monthly collaborative with Juvenile Probation, Mental Health and community partners for Recruitment, Retention and Support Newsletter to raise awareness of the need to for Resource Families- **NO LONGER APPLICABLE**
- Conduct a Placement Disruption, Group Home and Resource Family Analysis- **ONGOING**

Method of Evaluation and/or Monitoring:

- Enhanced Recruitment Database development to monitor and evaluate efforts and outcomes
- Monthly, quarterly, semiannual and annual reporting
- RFT Database to track registration, withdrawal and certifications

Additional Strategies (when applicable):

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

Program Reduction:

Not applicable, as there have not been any significant reductions in spending on programs identified in the SIP. However, funding has been reduced in the 2019-2020 budget and will be addressed at in the 2020 CSA.

Outcome Measure: P5 Placement Stability

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

Analysis: (CWS)

Home is the Goal education and recruitment program, the TIPS Program, and Specialized Recruitment efforts are being utilized to increase the number of children and youth who can remain in their communities and schools of origin to improve overall placement stability.

Services and program enhancements include active engagement with RFA families and relative caregivers via the Foster Support Unit, the FPRRS Social Worker, and the FPRRS Program Review Specialist. In addition, the expansion of a Respite Care and Enrichment Program, TIC Programs, Resource Parents as RFA Family Trainers and Co-Trainers, and enhanced trainings for RFA are the continued efforts as part of QPI.

Outcome Measures Affected: P5**Action Step Status:**

- Redesign of RFT to 12 hours of Core curriculum to improve timelines for certification of HBFC- **ONGOING**
- Develop Tier II Training Program- **ONGOING**
- Creation of free online Trauma Toolkit for Resource Families, birth families and the community to support placement stability, reunification, and reduce re-entry into care- **ONGOING**
- Collaborate with community partners to analyze census data- **ONGOING**
- Increase resources for Foster Parents: Reimbursement and resources for respite care, free car seats for emergency placements, free diapers and free clothing for foster youth- **ONGOING**
- Identify key annual trainings that SLO County will deliver in addition to special trainings of interest- **ONGOING**
- Develop three RFA Self-Care Improvement activities per year, including respite care, meals and education- **ONGOING**
- Work with local schools to provide emergency placement supplies for Resource Families- **ONGOING**
- Increase summer training programs adding Hot Topic Summer Training sessions- **IN PROCESS**
- Bring Social Workers and Resource Families together to work as teams- **ONGOING**
- a. Further develop Foster Support Unit role to help connect Resource Families to resources- **ONGOING**
- Explore options for providing Resource Families additional support in transporting children in their care to and from visitations, doctor visits, school etc.- **ONGOING**
- Explore providing respite care to all Resource Families to help reduce burn out- **ONGOING**
- Explore options for providing payment to Resource Families for child care expenses incurred- **ONGOING**
- Increase access for Social Workers to attend training with Resource Families- **ONGOING**

Method of Evaluation and/or Monitoring:

- We utilize our current databases to track associated outcomes and continue to develop databases as needed to capture data to inform and guide our practice.
- We engage with our resource and relative families to partner in developing an understanding of

not only what we are doing well, but what we could do better or differently and recommended areas of focus to improve our intended outcomes

Additional Strategies (when applicable):

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

Program Reduction:

Not applicable, as there have not been any significant reductions in spending on programs identified in the SIP. However, funding has been reduced in the 2019-2020 budget and will be addressed at in the 2020 CSA.

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

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

Analysis: (Juvenile Probation)

Juvenile Probation continues to fall below the national standard in this outcome measure largely due to the number of youth who enter foster care either shortly before reaching the age of majority or who are placed under a foster care order while simultaneously being ordered into Juvenile Probation's in-custody treatment program at the Juvenile Hall called the Coastal Valley Academy (CVA). CVA serves youth who were previously in foster care and still under an out of home placement episode as well as youth who are not under an out of home placement episode. Youth ordered into the CVA, generally spend between six months to a year in the program before transitioning into aftercare, the out of custody portion of the program. This makes reunification in 12 months difficult to achieve, considering the youth would have been out of the home for an extended period of time prior to entering their first actual foster care placement. This analysis is also reflective of the continued difficulty Juvenile Probation has meeting this outcome measure given the age of most Juvenile Probation foster youth as well as the complexity of their risk factors.

Outcome Measures Affected: P1, 4B, P5

Action Step Status:

- Incorporate information specific to youth in Juvenile Probation foster care into RFT to better inform RFA families of Juvenile Probation specific issues and potentially develop more RFA homes for Juvenile Probation foster youth- **ONGOING**
- Hold monthly meetings between Juvenile Probation management and CWS management to better coordinate services and foster care changes at the county level- **COMPLETED** (modified from quarterly meetings to monthly meetings)
- Incorporate Juvenile Probation families into CAPSLO Direct Services Program which provides in home parenting support- **COMPLETED**

- Train QA Social Workers on Juvenile Probation specific foster care information for better analysis and identification of barriers to permanency in 12 months- **COMPLETED**
- Establish a foster home to provide shelter care for only Juvenile Probation preferred youth- **ONGOING**

Method of Evaluation and/or Monitoring:

- The Juvenile Probation Chief Deputy overseeing the placement unit reviews the SIP strategies and action steps on a quarterly basis with the Juvenile Probation Placement Supervisor.

Additional Strategies (when applicable):

Juvenile Probation has continued to seek a potential foster home specifically for shelter care and exclusively for Juvenile Probation referred youth, as it is very difficult to access existing shelter homes when the need arises. Initial planning meetings have been held with CWS and a local FFA and a potential home has been identified, although it will likely not be available for another 6-12 months. During this time, the potential candidate will be going through the RFA process and training.

Program Reduction:

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

Outcome Measure: 4B Least Restrictive Placement (First Entries)

Strategy # 10: Enhance training and resources available to Juvenile Probation Placement Officers

Analysis: (Juvenile Probation)

Juvenile Probation’s goal of reducing the overall number of youth entering Congregate Care over the past 5 years has been successful. The reduction over the past couple of years has been largely due to the implementation of the CVA Program. Additionally, Juvenile Probation Placement Officers have attended CFTM Training, CFT Facilitator Training, updated RFT, and utilizing FFE services and other resources available through FPRRS funding.

Additionally, Juvenile Probation has implemented EFC Training for staff and continues to hold ongoing staff trainings. The Placement Officer Supervisor received Placement Core Supervisors Training and two Placement Probation Officers have received Placement Core Training in the past 18 months. One Placement Probation officer is scheduled to attend Placement Core Training by the fall. As new staff enter the placement unit, they will receive EFC and Placement Core Training. Additionally, EFC continues to be a part of daily conversations and addressed in unit meetings.

Outcome Measures Affected: 4B, P5, 8A

Action Step Status:

- Create and implement a process for Juvenile Probation to utilize LTMs to better support older

youth transitioning home or to less restrictive placement types- **COMPLETED**

- Create and implement a process for Juvenile Probation to use Parent Locator Service (PLS) to better identify parental and relative placement options- **COMPLETED**
- Train Placement Unit Staff on specifics of EFC- **ONGOING**

Method of Evaluation and/or Monitoring:

- The Juvenile Probation Chief Deputy overseeing the placement unit reviews the SIP strategies and action Steps on a quarterly basis with the Juvenile Probation Placement Supervisor.

Additional Strategies (when applicable):

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

Program Reduction:

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

Outcome Measure: 4B Least Restrictive Placement (First Entries)

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

Analysis: (Juvenile Probation)

The Probation Department began serving youth in the CVA Program on 3/6/2017. As indicated in the 2016 SIP Annual Report, the implementation of the treatment program was expected to have a significant impact in lowering the number of youth entering foster care to a first placement type of Group Home. Over the past 24 months, 28 youth have participated in CVA, all of which would likely have been in Congregate Care a significant distance away from their families and community if the program were not in place.

Outcome Measures Affected: 4B, P5, 8A

Action Step Status:

- Create a workgroup to develop an in custody treatment program- **COMPLETED**
- Research evidence-based practices and principles on effective in-custody treatment programs- **COMPLETED** (Juvenile Probation staff visited in-custody treatment programs in other counties including Santa Barbara, Ventura and Orange in California, as well as a program in Portland, Oregon)
- Research and visit existing in-custody treatment programs in nearby counties- **COMPLETED** (Executive Steering Committee was formed and has been working towards program implementation)
- Complete program development, including policies and procedures, positions, and job descriptions- **COMPLETED**

Method of Evaluation and/or Monitoring:

- The Juvenile Probation Chief Deputy responsible for the in-custody treatment program meets monthly with a Program Steering Committee to monitor progress and report's findings to both the Chief Juvenile Probation Officer and Assistant Chief Juvenile Probation Officer. Outcome measure data is reviewed annually by the management team.

Additional Strategies (when applicable):

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

Program Reduction:

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

OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION

CHILD WELFARE SERVICES

Staffing

CWS staffing continues to be a barrier for sustainable implementation of the strategies identified in the last SIP. DSS has struggled to fully implement initiative and practices, such as SOP, CFTM, and CANS. DSS has restructured its hiring practice to be able to fill vacancies in a timely manner. The high volume of shifts and staff turnovers has also resulted in a large number of social workers with limited work experience. Staff Development and the CWS supervisors have revised the Social Worker Induction Training to include presentations, job shadowing, and post-induction group coaching to increase supports for new hires. Additionally, DSS continues to struggle to meet the demands of field-based coaching. The CWS Staff Development Team has reorganized the structure of the team in order to offer a CWS Program Manager as an in-house field-based coach. DSS is currently working with Central Coast Training Academy and the National Council on Crime and Delinquency to add technical supports and trainings that will support the development of a strong internal coaching system by enlisting CWS Supervisors and lead workers to become coaches and trainers.

Lack of Housing

Currently, SLO County has a limited number of rental vacancies. The demand for housing tends to keep the cost of housing higher than what low-income families can afford. For example, the average rent for a one-bedroom apartment in SLO County is \$2, 080.00. The average rent for a two-bedroom apartment is \$2,608.00. DSS continues to collaborate with other local housing community resources to assist clients in obtaining more affordable housing. The lack of housing in SLO County and the high cost of living continues to be an obstacle for recruiting RFA homes. DSS has been successful in the implementation of BFH to assist clients in searching and paying for housing.

Lack of Resource Families

The higher level of care for foster youth, especially for teens, has created a large gap in having enough available Resource Families. DSS is in the process of establishing a Professional Parent Pilot Program to meet the needs of these teens. In addition, the reduction in the FPRRS Funding Opportunity has reduced the amount of much needed supports for existing Resource Families. DSS is collaborating with local community partners to be able to continue supporting Resource Families and offer services such as respite care and enrichment activities. These supports, however, will not be comparable to what was offered with FPRRS funding. Inconsistency in practice and supports for the Resource Families has led to the loss of valuable Resource Families. DSS's QPI Work Group is working closely with Resource Parents to reestablish communications to be able to improve upon relationships amongst Social Workers and Resource Parents.

JUVENILE PROBATION

Juvenile Probation continues to work on addressing the general obstacles and barriers that the department faces as a whole. Some of the main obstacles and barriers faced by Juvenile Probation are the amount of time a youth has already been in foster care before coming to Juvenile Probation, the intense services youth typically need and staffing.

Juvenile Probation foster youth are typically 14-17 years old when they come to Probation and many of them were in foster care as a dependent prior to being declared a ward of the court. Juvenile Probation foster youth also have a history of engaging in criminal behavior and many have intensive needs such as mental health counseling for both the youth and the youth's parent(s)/guardian(s). Juvenile probation foster youth often require substance abuse counseling, cognitive restructuring treatment services, and some require sex-offender treatment. Although these factors have proven to be challenges when trying to provide permanency, the implementation of our in-custody treatment program, the CVA has helped with reducing the overall number of youth entering congregate care. However, a number of youth, upon completing the in-custody portion of the CVA, have transitioned into foster care or transitional housing as their family homes were unable to provide a safe and viable reunification option despite attempts at intervention and support while the youth were in the CVA.

Juvenile Probation staffing issues also continue to be a barrier as several members of the Juvenile Probation Placement Unit, including two case carrying Juvenile Probation Officers, are still relatively new to their foster care placement assignments. This has resulted in a continued prioritization of resources on introductory staff training as well as training on additional mandated topics outside of the SIP strategies. This includes CSEC, CFTs and other requirements related to CCR. Juvenile Probation is taking steps to stabilize the unit staffing by providing additional training, including sending the two newer officers to Juvenile Probation Placement Core Practice Training by October 2019 and hiring a Senior Juvenile Probation Officer. The Senior Probation Officer will serve as Juvenile Probation's RFA Coordinator and RFA Liaison to CWS, conduct Emergency Foster Care approvals and placements, serve as Juvenile Probation Wraparound Services Coordinator and point of contact, and participate in FPRRS efforts, including community outreach and participation in RFT for foster parents.

PROMISING PRACTICES/ OTHER SUCCESSES

CHILD WELFARE SERVICES

Safety Organized Practice

The CWS Social Worker Induction Training was revised to include a more expansive SOP Training in Conjunction with the ICPM, Field-Based Training (FBT), and SOP coaching opportunities. A FBT component was built into the Social Worker Induction Training to support increased experiential and coaching opportunities to increase skill development and retention efforts. Additionally, CWS developed a monthly SOP module and coaching series that is mandatory for all staff and offered twice annually, SOP and SDM Integration Training was coordinated and mandated for all Social Workers, and SOP coaching for CWS Social Worker Supervisors and Managers was developed and mandated.

Trauma-Informed Practice (TIP)

TIP is a tenant of SOP and the ICPM. TIP Trainings are provided through several ongoing collaborative trainings in the county. These trainings are offered to meet different needs. Some of the different trainings are highlighted in the following paragraphs.

Trust-Based Relational Intervention (TBRI) Parent Education Curriculum is now widely available and provided to Birth and Resource Families to align understanding and parenting skills to support prevention and successful reunification.

TIP Training was created in order to engage school-based community partners. Training goals included the development of shared understanding and tools to support children with emotional regulation in the classroom and improve their academic and social successes. To date, 4 schools received direct training, 35 educators received Train the Trainer certificates, and 9 trainings were held in the FIM Program through Healing and Hurt Child Series.

TICC is a multi-organizational community training collaborative that provides quarterly trainings that are open to the entire community. To date, approximately 500 community partners and individuals have received this training.

DSS worked with collaborative partners to develop a comprehensive online trauma training resource and toolkit. The Trauma Toolkit is utilized in Parent Education Trainings and is available to all Resource Parents, Birth Parents, Social Workers, Juvenile Probation Officers, and community partners free of cost.

Child and Family Team Meetings (CFTM)

The SOP CFTM collaborative is hosting a CFTM World Café Workshop to further develop CFTM Facilitator Training and work toward continuous quality improvement. Additionally, DSS is implementing CFT prior to the Dispositional Hearing for case plan development and in progress of training and implementing CANS in CFTMs.

Multi-Service Referral and Release of Information Form

The Multi-Service Referral and Release of Information form has been revised and now is referred to as Form 815. It is a universal release that will support the County's CFT efforts. Form 815 is available on

SLO County's website: <http://www.slocounty.ca.gov/Assets/DSS/Vulnerable+Families/Multi-Service+Referral+815.pdf>

Family Treatment Court (FTC) Program

One of the biggest developments in DAS was the approval to participate in California's pilot program, called the Drug Medic-Cal Organized Delivery System. This program will overhaul the state's substance abuse treatment program for people who are eligible for Medi-Cal. This program dramatically expands DAS substance abuse treatment programs. The plan also expands substance abuse outpatient treatment services, increases services for drug withdrawal treatment, provides STRTPs and improves overall quality of support.

Multi-Disciplinary Teams (MDT)

DSS and Mental Health are collaborating with the Court to research the various FTMs in existence in SLO County and identify team-meeting categories. These primary categories being considered are MDT, CFT, Integrated Children's Services Program Team, and Inter Agency Meeting. Based on the FTM analysis completed, a new Confidentiality Training Curriculum will be developed to train local providers on the requirements of confidentiality, the tools available to support collaboration, and the various types of FTMs available in SLO County.

Family Preservation Program

CWS and Juvenile Probation have collaborated with CAPSLO to expand the county's Family Preservation Program to offer In-Home Parenting Education to Juvenile Probation families. CAPSLO's Parent Educator's also refers CWS and Juvenile Probation families to their communities FRCs for ongoing and aftercare services.

Parent Partner Programs

DSS currently has a CWS Parent Partner and 2 Family Stabilization Parent Partners. DAS received a grant and is giving the funding for it to CWS to hire a second CWS Parent Partner that will be specifically utilized for the FTC Program. The CWS Parent Partner regularly attends TDMs and Court Hearings to engage and support ongoing clients, as well as facilitates the FRSG for FTC clients. The Family Stabilization Parent Partners engage exempt and sanctioned Welfare to Work (WTW) participants, WTW participants who are homeless and CalWORKs families that are also involved with CWS. The primary goal for both of these Parent Partner Programs is to help navigate participants through the multiple agencies and resources available in the community to keep children safe, locate housing, achieve self-sufficiency, and family stabilization.

Family Treatment Court

CWS and DAS collaborated to establish a group session series that will support clients as they are progressing through the FTC Program and have an aftercare support system with the Resource Support Network. The FTC Steering has been working on a FTC Dashboard that will provide real time data and support the monitoring positive and negative trends.

JUVENILE PROBATION

Some of the promising Practices that SLO County Juvenile Probation saw in 2018 was the continued collaboration with CWS by participating in CWS’s Central Case Staffing, accessing FPRRS funds, and placing Juvenile Probation foster youth in RFA homes. Presenting cases at CWS’s Central Case Staffing has helped with identifying potential HBFC options for Juvenile Probation foster youth and accessing FPRRS funds has provide Juvenile Probation foster youth and their caregiver(s) with in-home parenting support, respite care, youth stipends for pro-social activities, support calls, and enhanced access to FFE. SLO Juvenile Probation also saw continued success in 2018 with the on-going use and success of CVA, which is SLO County Juvenile Probation’s in-custody treatment program, which serves as an alternative to Congregate Care for Juvenile Probation youth in need of residential treatment. Additionally, Juvenile Probation has been participating in a multi-disciplinary stakeholders group to process ongoing implementation of CCR, meeting with representatives from CWS and County Behavioral Health to review STRTP licensure applications, and working with programs for enhanced responsiveness to local needs

OUTCOME MEASURES NOT MEETING STATE/NATIONAL STANDARDS

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

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

Quarter 4 2018

| Measure | Federal Standard | Child Welfare Service Performance | | | | | Juvenile Probation Performance | | | | | Direction | |
|--|------------------|-----------------------------------|-----------------|-----------------|-----------------|-----------------|--------------------------------|-----------------|-----------------|-----------------|-----------------|--------------|---|
| | | Q4 2013 Percent | Q4 2015 Percent | Q4 2016 Percent | Q4 2017 Percent | Q4 2018 Percent | Q4 2013 Percent | Q4 2015 Percent | Q4 2016 Percent | Q4 2017 Percent | Q4 2018 Percent | CWS | Probation |
| S1 Maltreatment in Foster Care | <8.5% | 7.51% | 9.37% | 1.7% | 6.96% | 3.6% | N/A | 0% | 11.48 | 0% | 37.72% | Meeting Goal | ↓ |
| S2 Recurrence of Maltreatment | <9.1% | 14.3% | 14.3% | 15.8% | 8.9% | 11.6% | N/A | N/A | N/A | N/A | N/A | CWS SIP ↓ | N/A |
| P1 Permanency in 12 months (entering foster care) | 40.5%> | 33.9% | 36.5% | 28.4% | 42.9% | 37.1% | 15.4% | 18.8% | 17.6% | 11.8% | 33.3% | ↑ | Probation SIP ↑ |
| P2 Permanency in 12 months (in care 12-23 months) | 43.6%> | 52.1% | 61.8% | 51.9% | 56% | 53.2% | 50% | 0% | 66.7% | 60% | 0% | Meeting Goal | ↑ |
| P3 Permanency in 12 months (in care 24 months or more) | 30.3%> | 29% | 30.6% | 23.8% | 18.5% | 24.6% | 0% | 0% | 0% | 0% | N/A | ↑ | Meeting Goal as current Federal Standard is N/A |

| P4 Re-entry in 12 months | <8.3% | 22.8% | 29% | 22% | 4.1% | 8.9% | 25% | 0% | 0% | 0% | 0% | CWS SIP ↓ | Meeting Goal |
|---|----------------|-----------------------------------|-----------------|-----------------|-----------------|-----------------|--------------------------------|-----------------|-----------------|-----------------|-----------------|---|---|
| P5 Placement Stability | <4.12% | 5.29% | 4.15% | 4.25% | 5.81% | 5.98% | 2.75% | 1.4% | 3.8% | 1.88% | N/A | CWS SIP ↓ | Meeting Goal as current Federal Standard is N/A |
| 2B Timely Response – Immediate | 90%> | 100% | 98.1% | 97.8% | 97.1% | 91.5% | N/A | N/A | N/A | N/A | N/A | Meeting Goal | N/A |
| 2B Timely Response – 10 day | 90%> | 98% | 94.8% | 94.2% | 95.2% | 83.2% | N/A | N/A | N/A | N/A | N/A | ↑ | N/A |
| 2D Timely Response-Completed (Immediate) | N/A | N/A | 98.1% | 97.1% | 94.9% | 90.8% | N/A | N/A | N/A | N/A | N/A | Meeting Goal as current Federal Standard is N/A | N/A |
| 2D Timely Response-Completed (10 day) | N/A | N/A | 81.7% | 77.3% | 82.6% | 71.6% | N/A | N/A | N/A | N/A | N/A | Meeting Goal as current Federal Standard is N/A | N/A |
| 2F Monthly Visits (Out of Home) | 95%> | 92.4% | 97.7% | 96.7% | 96.8% | 97.3% | 98.4% | 96.7% | 87.4% | 89.9% | 100% | Meeting Goal | Meeting Goal |
| 2F Monthly Visits in Residence (In of Home) | 50%> | 74.2% | 81.4% | 82.5% | 81.1% | 79.6% | 91.2% | 93.2% | 84.9% | 96.8% | 95.9% | Meeting Goal | Meeting Goal |
| 2S Monthly Visits (In Home) | N/A | N/A | 85.5% | 90.7% | 84.8% | 85.3% | N/A | N/A | N/A | N/A | N/A | Meeting Goal as current Federal Standard is N/A | N/A |
| 2S Monthly Visits in Residence (In Home) | N/A | N/A | 67% | 66.7% | 73.5% | 67% | N/A | N/A | N/A | N/A | N/A | Meeting Goal as current Federal Standard is N/A | N/A |
| Measure | State Standard | Child Welfare Service Performance | | | | | Juvenile Probation Performance | | | | | Direction | |
| | | Q4 2013 Percent | Q4 2015 Percent | Q4 2016 Percent | Q4 2017 Percent | Q4 2018 Percent | Q4 2013 Percent | Q4 2015 Percent | Q4 2016 Percent | Q4 2017 Percent | Q4 2018 Percent | CWS | Probation |
| 4A Sublings (All) | N/A | 58.3% for previous | 51.8% | 50.7% | 50% | 48.5% | N/A | N/A | N/A | N/A | N/A | Meeting Goal as | N/A |

| | | | | | | | | | | | | | |
|--|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|----------------------------|-----------------------------|--------------------------|-----------------------------|------------------------------|---|---|
| | | 4A | | | | | | | | | | current State Standard is N/A | |
| 4A Siblings (Some or all) | N/A | N/A | 68.7% | 67.6% | 66.5% | 63.4% | N/A | N/A | N/A | N/A | N/A | Meeting Goal as current State Standard is N/A | N/A |
| 4B Least Restrictive Placement (Entries First Placement) | 27.2%> Relative Placement | 30.3% Relative Placement | 24.4% Relative Placement | 0.5% Relative Placement | 28.2% Relative Placement | 28.1% Relative Placement | 22.2% Relative Placement | 15.4% Relative Placement | 7.1% Relative Placement | 16.7% Relative Placement | 0% Relative Placement | Meeting Goal as current State Standard is N/A | Probation SIP ↑ |
| | 16.3%> Resource Family Homes | 44.5% Resource Family Homes | 53.4% Resource Family Homes | 13.1% Resource Family Homes | 48.1% Resource Family Homes | 50% Resource Family Homes | 0% Resource Family Homes | 0% Resource Family Homes | 0% Resource Family Homes | 33.3% Resource Family Homes | 100% Resource Family Homes | Meeting Goal as current State Standard is N/A | Probation SIP Meeting Goal |
| | 4.39%> FFAs | 21.3% FFAs | 19.2% FFAs | 14.9% FFAs | 21.8% FFAs | 18% FFAs | 5.6% FFAs | 0% FFAs | 0% FFAs | 33.3% FFAs | 0% FFAs | Meeting Goal as current State Standard is N/A | Probation SIP ↑ |
| | <10% Group Home | 0.5% Group Homes | 1.0% Group Homes | 0.9% Group Homes | 0.9% Group Homes | 1.1% Group Homes | 72.2% Group Homes | 84.6% Group Homes | 85.7% Group Homes | 0% Group Homes | 0% Group Homes | Meeting Goal as current State Standard is N/A | Probation SIP Meeting Goal |
| | 2.5%> Other | 3.3% Other | 2.1% Other | 70.7% Other | 0.9% Other | 2.8% Other | 0% Other | 0% Other | 7.1% Other | 16.7% Other | 0% Other | Meeting Goal as current State Standard is N/A | Probation SIP Meeting Goal |
| 4B Least Restrictive Placement (Point in Time) | 29.5%> Relative Placement (Standard from 2015 SIP) Current is N/A | 2.5% Relative Placement | 24.4% Relative Placement | 31.0% Relative Placement | 27% Relative Placement | 38.7% Relative Placement | 11.8% Relative Placement | 24.4% Relative Placement | 7.1% Relative Placement | 0% Relative Placement | 12.5% Relative Placement | Meeting Goal as current State Standard is N/A | Meeting Goal as current State Standard is N/A |
| | 30.4%> Resource Family Homes (Standard from 2015 SIP) | 30.4% Resource Family Homes | 53.4% Resource Family Homes | 27.6% Resource Family Homes | 28.2% Resource Family Homes | 45.6% Resource Family Homes | 3.9% Resource Family Homes | 53.4% Resource Family Homes | 0% Resource Family Homes | 5.6% Resource Family Homes | 12.54% Resource Family Homes | Meeting Goal as current State Standard is N/A | Meeting Goal as current State Standard is N/A |

| | | | | | | | | | | | | | |
|---|--|-----------------|------------------|------------------|------------------|------------------|---------------------------|------------------|-------------------|------------------|-------------------|---|---|
| | Current is N/A | | | | | | | | | | | | |
| | 10%> FFAs (Standard from 2015 SIP) Current is N/A | 10% FFAs | 19.2% FFAs | 8% FFAs | 6.6% FFAs | 7.4% FFAs | 21.6% SILPs | 19.2% FFAs | 0 % FFAs | 0 % FFAs | 37.5% FFAs | Meeting Goal as current State Standard is N/A | Meeting Goal as current State Standard is N/A |
| | <6.6% Group Home (Standard from 2015 SIP) Current is N/A | 6.6% Group Home | 1.0% Group Homes | 6.6% Group Homes | 9.5% Group Homes | 4.6% Group Homes | 29.4% Group Homes | 1.0% Group Homes | 39.3% Group Homes | 5.6% Group Homes | 12.5% Group Homes | Meeting Goal as current State Standard is N/A | Meeting Goal as current State Standard is N/A |
| | 8%> Other (Standard from 2015 SIP) Current is N/A | 8% Other | 2.1% Other | 26.8% Other | 28.7% Other | 3.7% Other | 7.8% Transitional Housing | 2.1% Other | 53.6% Other | 88.9% Other | 25% Other | Meeting Goal as current State Standard is N/A | Meeting Goal as current State Standard is N/A |
| 4C Congregate Care Placements: One Year or More (NEW MEASURE) | N/A | N/A | N/A | 59.3% | 30.8% | 52% | N/A | N/A | 9.1% | 0% | 100% | Meeting Goal as current State Standard is N/A | Meeting Goal as current State Standard is N/A |
| 4E ICWA (1) ICWA Eligible Placement status | N/A | Measure changed | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| 4E(2) Multi-ethnic Placement status | N/A | New measure | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| 5B(1) Rate of Timely Health Exams a Child and Family Services Review | 89.4%> (2016 SIP Progress Report) Current is N/A | 98.2% | 91.4% | 89.8% | 69.5% | 64.4% | N/A | N/A | N/A | N/A | N/A | Meeting Goal as current State Standard is N/A | N/A |
| 5B(2) Rate of Timely Dental Exams | 68.6%> (2016 SIP Progress | 83.5% | 74.4% | 63% | 60.3% | 60.8% | N/A | N/A | N/A | N/A | N/A | Meeting Goal as current State Standard | N/A |

| | | | | | | | | | | | | | | |
|---|---|-------|-------|-------|-------|-------|-----------|------|------|------|------|----------------------------|--|-----|
| | Report) Current is N/A | | | | | | | | | | | | is N/A | |
| 5F Psychotropic Medications | <12.5% (2016 SIP Progress Report) Current is N/A | 15.4% | 17.2% | 15.3% | 13.4% | 18.5% | N/A | N/A | N/A | N/A | N/A | N/A | Meeting Goal as current State Standard is N/A | N/A |
| 6B Individualized Education Plan | 7%> (2016 SIP Progress Report) Current is N/A | 3.7% | 1.9% | 1.7% | 1.4% | 4.1% | N/A | N/A | N/A | N/A | N/A | N/A | Meeting Goal as current State Standard is N/A | N/A |
| 8A Children Transitioning to Self- Sufficient Adulthood | SEE BELOW | | | | | | SEE BELOW | | | | | | | |
| 8A-1 Completed High School or Equivalency | 61.7%> Standard from 2015 SIP Current is N/A | 100% | 100% | 25% | 100% | 100% | N/A | 100% | 0% | 0% | 100% | CWS SIP ↑ | Meeting Goal as current State Standard is N/A | |
| 8A-2 Obtained Employment | 20.7%> Standard from 2015 SIP Current is N/A | 0% | 100% | 50% | 0% | 100% | | 50% | 0% | 50% | 50% | CWS SIP ↑ | Meeting Goal as current State Standard is N/A | |
| 8A-3 Have Housing Arrangements | 91%> Standard from 2015 SIP Current is N/A | 100% | 100% | 100% | 100% | 100% | | 100% | 100% | 100% | 50% | CWS SIP Meeting Goal | Meeting Goal as current State Standard is N/A | |
| 8A-4 Permanency Connection with an Adult | 86.2%> Standard from 2015 SIP Current is N/A | 100% | 100% | 100% | 0% | 100% | | 75% | 100% | 100% | 100% | CWS SIP ↑ | Meeting Goal as current State Standard is N/A | |

Source: CWS/CMS 2018 Quarter 4 Extract

SUMMARY OF CWS/PROBATION OUTCOME MEASURES PERFORMING BELOW NATIONAL STANDARD

S1 MALTREATMENT IN FOSTER CARE

JUVENILE PROBATION

This measure captures the rate of victimization per day of all children who were in foster care during the 12-month period between January 1, 2018 and December 31, 2018. The National Standard for this measure is 8.5%. According to the Q4 2018 Data Report, Juvenile Probation had 1 instance (37.72%) of substantiated or indicated report of maltreatment during the 12-month period in question. The 1 instance occurred while the youth was a dependent of CWS, but pending delinquency petitions, which ultimately led to the youth being declared a ward of the court. Given Juvenile Probation's limited sample size, this single instance had a greater impact when measuring this outcome. Juvenile Probation had (0) instances of substantiated or indicated reports of maltreatment in 2015, 1 in 2016, and (0) in 2017.

P1 PERMANENCY IN 12 MONTHS (ENTERING FOSTER CARE)

CHILD WELFARE SERVICES

This measure captures all children who entered foster care in the selected 12-month period and who achieved permanency within twelve months of their removal. Permanency is defined as an exit reason of reunification, guardianship, adoption or emancipation/aged out.

Q4 2018 shows that 78 of 210 youth (37.1%) achieved permanency within twelve months of entry (falling short of the federal standard of 40.5%), while 132 (62.9%) did not.

Due to the small sample size of SLO County, percentages may be impacted significantly by the number of children being counted in the measure. The 3.4% shortcoming represents approximately 7 youth.

Currently and historically, SLO County has exceeded the Federal Standard for P1 by a wide margin. SLO County shall focus future efforts on increasing the number of youth achieving permanency within twelve months by reducing the time to permanency overall.

Research has shown that children have the most successful outcomes when raised by biological family members, so long as the family can provide this care safely. As such, SLO County CWs has a strong focus on family reunification.

To support successful reunification between children and their parents, active efforts are provided to families to ensure safety, stability, and well-being. The parents who are working with CWS have experienced trauma in their own history, often leading to substance abuse or mental health challenges that need to be treated. Due to the challenges that most parents face in their own treatment, reunification services are often extended beyond the minimal level requirement by statute.

Despite strong concurrent planning, limited resource families are available to step in and provide permanency with the primary goal of family reunification is unsuccessful.

Interim hearings are scheduled in Dependency matters involving children who were under the age of three at the time of detention. Additionally, Interim Hearings can be scheduled by the Court at the request of any party when concerns arise that should be addressed prior to the next regularly scheduled

status review hearing, including the identification of any barriers or supportive services needed. The court has discretion to make any decision it sees fit, understanding that parties could object or appeal.

SLO County continues to implement programs that will further support permanency within 12 months.

SLO County has developed an enhanced the FFE Program to locate relatives and create or re-establish family connections for children in foster care. Relatives may choose to be involved in a variety of ways, including contact through phone calls, letters and visits, or being considered to provide a home for their relatives in foster care.

A new expansion for 2018 included the implementation of the FFE Quick Search. A Quick Search is an abbreviated Family Finding request; the same tools are utilized within a shortened turnaround time. This provides the opportunity to complete an informal FFE search at the time the child is being detained. It is anticipated that this will lead to a higher number of youth being placed with relatives upon entry into foster care. During the calendar year 2018, 37 quick searches were completed with an average of 97 minutes per search. Seven children were placed with a relative as a result of the success of this effort.

Additionally, as mentioned in sections pertaining to Outcome Measure 8A, materials are being evaluated and re-developed in an effort to reach TAY with supportive services. It is SLO County's intention that providing this information to TAY, and their potential caregivers, will introduce those interested in providing foster care for younger children with an opportunity to consider caring for an older youth once they are aware of the multitude of services available.

SLO County holds two contracts to support public relations specifically related to the campaign of public awareness of the need for Resource Families to care for children placed in foster care through CWS and Juvenile Probation. The contracts highlight concurrent RFA parents, extra-curricular activities available for youth in foster care, and specialized outreach programs for youth in specific circumstances, creating a targeted recruitment.

Last, SLO County has developed collaboration with FCNI as a partner in recruiting RFA families. By combining our resources and efforts, we can provide a stronger coordinated effort in developing community interest and engagement with foster care.

P2 PERMANENCY IN 12 MONTHS (IN CARE 12-23 MONTHS)

JUVENILE PROBATION

This measure captures all children in care the first day of the 12-month period who had been in care for 12-23 months and the percentage of children who were discharged to permanency within 12 months. According to the Q4 2018 Data Report, Juvenile Probation had 4 youth who had been in care 12-23 months who failed to attain permanency. Of the 4 youth, 2 youth participated in the CVA Program prior to transitioning into foster home placements. Of the 2 youth, 1 youth has no parent or guardian to reunify with and all efforts to establish guardianship with other family members have failed. The other 1 youth struggled with successfully managing his behavior, which delayed his ability to transition from the

in-custody portion of the CVA. His mother often struggles with maintaining appropriate housing and his prior caregiver was no longer able to care for the youth. The other 2 youth both required residential sex-offender treatment. Of these 2 youth, 1 of them successfully completed an out-of-state residential sex-offender treatment program and transitioned into a Congregate Care Facility before reaching the age of majority. The other youth is still participating in a residential sex-offender treatment program. The specialized needs and risk factors of these particular youth, coupled with their unique family circumstances, has made discharge to permanency very difficult.

P3 PERMANENCY IN 12 MONTHS (IN CARE 24 MONTHS OR MORE)

CHILD WELFARE SERVICES

This measure captures all children in care on the first day of the 12-month period who have been in foster care for 24 months or longer, and the percent that discharged to permanency within 12 months. During the CSA baseline year Q4 2013, SLO County was performing at 36.2%. 25 of 69 youth had achieved permanency, while 44 (63.8%) had not. The Federal goal is to be greater than 30.3%.

For the Q4 2018, 24.6% of youth in care over 24 months achieved permanency (17 youth of 69), while 75.4% (52 of 69) did not. Although this represents an improvement over the previous review period, SLO fell short of the Federal Standard by 5.7%. During 2017, 10 (17.9%) youth received permanency, while 46 (82.1%) did not. In 2016, 16 (25%) youth achieved permanency, while 48 (75%) did not. In 2015, 19 (30.2%) youth achieved permanency, while 44 (69.8%) did not. In reviewing these four years, as well as the base year, it is apparent that this measure has fallen significantly each year until the current year, when it improved, but did not rise to the baseline level and still remains below the Federal Standard.

Due to the small sample size of SLO County, percentages may be impacted significantly by the number of children being counted in the measure as 5.7% represents approximately 4 youth.

Of the youth in care 24 months or longer, 9 youth were adopted (16.6%) and 1 resulted in guardianship (1.8%).

Of the youth in care 24 months or longer whom ultimately achieved permanency, 11 exited to adoption (15.9%), 5 exited to guardianship (7.2%), and 1 youth exited to reunification (1.4%).

One consideration regarding the general fall of achievement in this area since the baseline year of 2013 is that the children in care are experiencing an increased amount of trauma, resulting in more severe behavioral health challenges, which has a negative impact on the timeliness of permanency. This is compounded by the lack of available, appropriate, high-level resource homes. Despite the County's increased recruitment efforts in specialized areas, many youth in care experienced multiple placement changes, exacerbating instability and leading to severed relationships between the child and multiple caregivers.

The updated program information included in P1 applies to P3 as well, including enhanced FFE services, improved materials for TAY, expanded CFTM participation, and growing Resource Family recruitment initiatives.

2B TIMELY RESPONSE- 10 DAY

CHILD WELFARE SERVICES

This measure captures whether a qualified first contact was made in a timely manner for three, five, and ten day referrals. This measure considers all contacts made within ten days to be in compliance. It includes all three, five, and ten day referrals received during the selected quarter.

SLO County consistently exceeded the National Goal of 90% from 2008 through 2017.

For Q4 2018, the county's percentage for Timely Response (10-day response compliance) dropped to 83.2% (223 of 268 seen by a Social Worker within ten days). This fell short of the Federal Standard by 6.8%.

Multiple factors influenced the county's drop in percentage. In three of the referrals, no contact was made due to the family moving out of county prior to the face-to-face meeting. Two of the referrals were WIC 241.1 cases where the Social Worker had difficulty contacting the Juvenile Probation Officer and setting up a face-to-face meeting in a timely manner. The Intake Unit assigned two of the referrals to the Emergency Response Social Worker after the 10-day mark had already passed. The Intake Unit and the Emergency Response Units have already worked on improving communication and streamlining the assignment process.

The SLO County's percentage has been affected to some degree by difficulties with Social Worker retention and the resulting chronic understaffing. When Emergency Response Social Workers leave, their referrals have to be assessed for what has already been completed and then reassigned. This has created some issues with meeting timelines.

New Social Workers have had difficulty meeting the 10-day timelines, often not initiating contact via telephone until day 9, 10, or 11, which still would not meet the contact requirement. To address this issue, DSS's Training Unit has reconstructed the Social Worker Induction class as of February 2019. Under the new format, there is a strong focus on FBT, SOP, time management, and organizational skills. This will improve the outcomes for new Social Workers assigned to Emergency Response units.

State and Federally Mandated Child Welfare/Probation Initiatives

SAFETY ORGANIZED PRACTICE (SOP)

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

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

Despite barriers to comprehensive implementation due to staffing changes, SLO County has made significant strides in the strategic planning and implementation of SOP. DSS's leadership team, social worker staff and community partners have jointly identified SOP as a focus area and have collaborated to develop internal and external training and coaching teams to support the ongoing education and skill development within the community. Internal CWS trainings and coaching sessions are provided by a training team that includes the SOP Program Manager, a Social Worker Supervisor and a Social Worker. Even though it is in the early stages, this training structure has been well received and supports the belief that having a Social Worker and Social Worker Supervisor on the training team to lend practical examples of successes and opportunities, is vital for successful integration of SOP. This structure appears to build confidence and support implementation among Social Workers. SOP Trainings are now deemed mandatory for CWS staff and leadership. Likewise, Juvenile Probation, Behavioral Health and FFA partners participate in the SOP CFTM Community Collaborative. These community partners also mandate SOP Training for all their staff. To date, 325 community partners have completed SOP 101 Training within the last two years and SOP 101 Training continues to be offered on a tri-annual basis to ensure we continue to develop shared understanding and align practice.

CHILD AND FAMILY TEAM MEETING (CFTM) FRAMEWORK

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

The SOP CFTM Community Collaboration meets on a monthly basis to discuss opportunities and challenges in delivery of SOP CFTM in the community. Since the formation of this group, the SOP CFTM Community Collaborative members have collaborated to train approximately 325 community providers in SOP 101 and approximately 300 community providers on the local CFTM framework in the last two-years. Additionally, two CFTM World Café Workshops are being held in May 2019 to bring together

CFTM Trainers from all agencies in SLO County who have staff facilitating CFTM's to discuss strengths, challenges and next steps in strengthening partnership and the quality and efficiency in serving children and families in the community. Feedback from these workshops will help form the development of ongoing coaching and training for CFTM Facilitators as well as overall opportunities to provide support and services to the community and the children and families we serve. DSS is also working with the Dependency Investigations Unit to continue implementation of CFTMs prior to the Dispositional Hearing and integration of CANS. The SOP CFTM Community Collaboration is developing a community training on ICPM and it is anticipated that this training will be offered on a quarterly basis starting in the fall of 2019.

COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN (CSEC)

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

The Human Trafficking Task Force (HTTF) is led by the District Attorney and attended by a wide variety of executives, leaders and stakeholders across SLO County. Membership in the HTTF has grown considerably to include participation from other county taskforces to align and leverage collaboration. The County of SLO CSEC Protocol is currently under revision to reflect increased membership. The HTTF meets every other month to coordinate efforts, identify gaps in services and processes, and to report progress on subcommittees, including the following; Education/Data Collection, Law Enforcement, CSEC, Housing and Cal Poly Digital Hub Project, Legislation, and Health Providers. A Labor Trafficking Subcommittee recently convened to explore the intersection between sex and labor trafficking. DSS participates in the Education/Data Collection, CSEC, and Labor subcommittees.

The CSEC Subcommittee is led by the CWS CSEC Program Manager. The CSEC Subcommittee meets every other month to discuss prevention, intervention and needs in the community. The stakeholders have identified the implementation of AB 1227 as a program priority. The CSEC Program Manager is collaborating with 3Strands Global, PACT and the SLOCOE to develop a strategic implementation and support plan for SLO County. SLO County continues to operate as a PACT county and the CSEC Program Manager currently serves as a consultant to the PACT Program.

CWS and Juvenile Probation piloted the West Coast Children's Clinic Commercial Sexual Exploitation – Identification Tool (CSE-IT). After the piloting phase ended and the CSE-IT was finalized, staff received training on the finalized version. Selected staff also attended a CSE-IT Train the Trainers class to become certified to do trainings for new staff. The CSE-IT Training has been incorporated into the ongoing Social Worker Induction Trainings.

Additionally, SLO County has formed a Tri-County CSEC Collaborative with Santa Barbara and Ventura counties to strengthen prevention and intervention in all three communities and share resources. CSEC 101, CSEC 102 and CSE-IT Trainings are offered throughout the year and are well attended by staff and community partners.

Juvenile Probation has collaborated with CWS throughout the implementation of CSEC and has identified specialized Probation Officers who have been trained in CSEC to provide CSEC services to identified CSEC youth. Additionally, Juvenile Probation now screens all youth entering Juvenile Hall for CSEC by using the CSE-IT Tool.

CSEC COLLABORATIVE RESPONSE TEAM

- Atascadero Bible Church
- Catholic Charities
- Central Coast Freedom Network
- Community Action Partnership (CAPSLO)
- County of San Luis Obispo Department of Social Services - CWS
- County of San Luis Obispo District Attorney
 - County of San Luis Obispo Victim Witness
- County of San Luis Obispo Health Agencies
 - DAS
 - Behavioral Health Services
 - Public Health Services
 - Suspected Abuse Response Team (SART)
- County of San Luis Obispo Juvenile Probation
- Department of Homeland Security
- Family Care Network Inc. (FCNI)
- Federal Bureau of Investigations (FBI)
- Local Immigration Attorneys
- PACT
- RISE

CONTINUUM OF CARE REFORM (CCR)

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

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

Additional strategies identified to support placement stability and the return and reduction of youth in Congregate Care and STRTPS include; the continued training and implementation of SOP in the department, the continued provision of community training of SOP and CFTMs, the implementation of CFT's prior to the Dispositional Hearings, the implementation of CANS, and continued targeted recruitment and ongoing collaboration with the two STRTP programs in SLO County to meet the needs of children and youth in our community when STRTP's are indicated. The continued development and recruitment of ISFC homes, ISFC for CSEC and targeted recruitment for teen boys have been identified as key strategies to support the needs of the population of children and youth in our community.

FY 20 17-2018 TARGETED OUTCOMES

The following steps are proposed to meet state requirements for CCRS and support achievement for Outcome Measure P5:

- There were a total of 10 youth that were stepped down from Congregate Care.
 - 5 youth went to RFA/relative homes
 - 3 youth reunified with their parents
 - 2 youth went to THPP/SILP homes
- Recruited 60 non-related RFA homes for fiscal year 2017-2018
 - 35 RFA homes were certified
 - 11 families identified to receive children/youth ages 13-18
 - 12 families identified to receive children/youth ages 5-12
 - 12 families identified to receive children/youth ages 0-5
 - 0 additional RFA families are pending certification
 - The other 25 families did not complete the RFA certification process
- There were a total of 64 recruitment events held in the community
 - 19 FIM/Faith-based events
 - 13 internal DSS recruitment events
 - 16 school-based recruitment events
 - 16 community/social organization recruitment events
- There are approximately 10 ISFC homes in the county, including FCNI homes that the department pays the ISFC rate.
- Offer enhanced TIC Training to all Resource Families, including Probation Resource Families, to provide support and improve retention
 - TIC Trainings were provided on a quarterly basis
- Offer TBRI Training and support materials to all Resource Families, including Probation Resource Families, to provide support and improve retention
 - TBRI Training was provided through the FIM Program
- Expansion of Foster Care Unit

- Loss Social Worker for Recruitment and Retention position due to reduction in FPRRS funding
- Maintained a Program Review Specialist for Recruitment and Retention
- Expansion of Public Health contract
- Continued implementation of P5 Placement Stability
- Provision of recruitment bonuses of current RFA families who refer a new family who completed the RFA process
- Additional supports for Resource Families:
 - Expansion of an existing mentor program
 - Exploration of transportation assistance
 - In-home parenting education for foster families
 - Reduction in respite care due to loss of FPRRS funding
- Inter-Agency and Community Collaboration
 - Coordinated weekly and monthly meetings with DSS staff and community partners to develop timelines for the return of children in Congregate Care
 - Emphasis on diverting children from entering high level of care placements to family homes with increased training and support by utilizing policy and procedures for Group Home/STRTP staffing
 - Developing specialized training and support resources for RFA families
 - Expanding the FFE Program to exhaust all relative connections for children and youth as resources for connection and/or possible placement consideration, either now or in the future
 - Exploration of the FIM model of outreach to faith-based communities
 - Targeted outreach to child and family serving businesses in SLO County Press release for National Foster Care Month
 - Coordination with local school districts and PTA's for collaboration, outreach, and community education needed for RFA homes
 - Expansion of CFTMs; multi-agency cross trainings offered bi-annually and correlated with SOP 101 Trainings
- Bi-monthly, multi-agency TIC Trainings are made available to all members of the community towards the development of being a trauma-informed county

RESOURCE FAMILY APPROVAL (RFA)

SLO County was the first to roll out RFA and it went into effect in the county on 11/1/2013. Effective statewide as of January 1, 2017, RFA is a new requirement for families providing care for children in out of home placement. Under RFA, all families complete pre-approval training, a family profile and approval to become a permanent home should the child be in need of permanency if their family is unable to reunify.

SLO County has seen the benefit of RFA in many ways, including a reduction of complaints in relative homes, increased engagement with relative families, and increased short-term placement stability. Anecdotally, many relative caregivers have expressed how valuable they have found the additional training, including those who were approved under the prior relative approval rules. SLO County additionally sees RFA as a natural fit with QPI. SLO County has been a QPI county for several years and sees RFA as a natural extension of treating caregivers as a professional member of the child's team.

To prepare for the implementation of a RFA revised timeline for applicants who have an emergency approval, such as matched relative or NREFM caregivers, SLO County began taking steps during the third and fourth quarters of 2017. One of the largest aspects of this revised timeline included the training of a team of Foster Care Employment/Resource Specialists (FC ERS) to assist the RFA applicants in gathering their documents and completing their required services, such as Live Scan fingerprints, RFT, CPR/First Aid certification, etc. The current RFA Database was expanded to meet the needs of the FC ERS Unit and to facilitate communication between the FC ERS staff and the RFA Social Workers. By diverting oversight of the documentation requirements to FC ERS staff, RFA Social Workers were free to spend more time with the family in completing the family interviews, profile and written report immediately upon assignment. The intention is to facilitate a more timely completion of the entire RFA process, in order to better serve RFA families and the youth they care for.

FAMILY FINDING AND ENGAGEMENT (FFE)

SLO County formalized and expanded the FFE Program on June 1, 2016. FFE is a legislative requirement, enacted with the passage of AB 938, which requires SLO County to conduct an investigation to identify and locate all grandparents, adult siblings and other adult relatives, within thirty days of a child's removal from the home.

SLO County's FFE Program connects youth in foster care with family members they had lost touch with, as well as those they had not previously met or even known of, including extended family members. FFE is dedicated to helping bring youth home from Congregate Care/Group Homes and to assist in the new Child Specific approach to finding homes for youth. In April 2018, FFE expanded to allow Social Workers to get an immediate list of potential relatives at the time of removal if no family members were available for placement. Since the FFE Quick Search process started, 37 Quick Searches were completed, 783 potential relatives were identified and 7 youth were placed with relatives as a direct result.

Between January 1, 2018 and December 2018, 164 FFE searches had been initiated. An astounding 2,124 relatives were confirmed, with additional confirmations occurring daily. Of the initiated searches, 84 relatives offered to provide homes for youth in foster care, with 173 relatives requesting other ongoing involvement, such as sharing phone calls, letters, birthday or holiday gifts and visits.

For instance, a youth who had been in care for 8 years due to neglect and drug and alcohol related issues and who needed a higher level of care due to behavioral issues, was successfully connected with family members through the FFE Program within two months. Of the relatives this youth was connected with, two relatives were interested in providing a home, and eight relatives requested contact through letters, cards and photos. The FFE Social Worker reached out to these relatives to coordinate

communication between themselves and the youth. The FFE Social Worker followed up with the relatives to address any barriers to having contact with the youth. To date, the youth has received letters and mementos from four identified relatives and has visited in person with an additional relative. The FFE Program established family connections for this youth that would otherwise have not been made.

TRANSITIONAL AGED YOUTH FINANCIAL ASSISTANCE PROGRAM (TAY-FAP)

SLO County's TAY-FAP is an innovative, multi-faceted approach to providing youth the opportunity to pursue post-secondary education or trade school by removing common barriers.

To access the assistance program, students must be pursuing post high school education, complete an application, include a budget, demonstrate how the request will benefit them, and demonstrate that they have explored all other options before requesting assistance.

Since the implementation in 2010, 265 students have participated in the TAY-FAP Program. All TAY-FAP students are required to complete a comprehensive budget each school term, and receive support in creating a long-term sustainability plan, upon completion of their degree. A total of 46% of TAY-FAP students are employed part or full-time. Of youth who earned a two-year degree, 75% (6 of 8) transferred to a four-year university. A total of 78% (11 of 14) of students attending a four-year university, graduated compared to the national average for the general population of 56%.

Additionally, financial assistance is available through the TAY-FAP Program and provided to students with the intention of filling any remaining gap between the financial aid package offered by the school and the actual remaining unmet need. Past examples include housing (campus or community-based), utilities, food, textbooks/school supplies, education/career related materials (welding equipment, medical supplies), medical needs, a bus pass or a bicycle so students can get to class. Without this county program, these students would be unable to continue their education or vocational training and forced to drop out of college.

In the past year, ILP and TAY-FAP have continued to develop partnerships with the SLO Community Foundation, the Change a Life Foundation, Rotary Clubs and private donors, securing multiple scholarships to benefit ILP/TAY-FAP participating youth.

As an incentive to enrolled students who are also employed, SLO County will provide a savings match up of \$100 per month through the assistance program. Participants are provided with a mentor and/or case management support as well. Since the program's inception, participating youth have achieved nearly a 70% college completion rate. To put that in perspective, the nationwide college completion rate is only 57%.

50 students are currently participating in TAY-FAP as follows:

- 1 Vocational Student
- 36 Community College Students (2 year program)
- 13 University Students (4 year program)

In addition to their studies, 7 participants are actively parenting.

Since 2010, TAY-FAP participants have earned 45 degrees:

- 22 certificates earned
- 8 Associate's Degrees earned
- 13 Bachelor's Degrees earned
- 2 Graduate Degree earned
- 6 of these graduates are actively parenting and subsequently employed.

Universities where youth earned Bachelor degrees include the following California State Universities; California State University Cal Poly, Dominguez Hills, Sacramento, San Diego; and the following Universities of California; Berkeley and Santa Cruz. Graduate schools attended and/or completed include; California State University San Diego, University of Southern California –Los Angeles.

Also to note:

- 46% of current TAY-FAP students are also employed
- 75% (6 out of 8) of those who earned two-year degrees transferred to a four year university
- 78% (11 out of 14) of four year students graduated (compared to 57% national average for general population)

HEALTH AND WELLNESS

SLO County holds a quarterly community work group on Reproductive Health for Youth in Care, focused on serving the reproductive health and educational needs for dependent youth. Further, educational materials and outreach opportunities have been developed for youth, including holding SLO County's third Annual Youth Wellness and Resource Fair in June 2017 to promote health and self-care.

KATIE A

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

5 Year SIP Chart- Attachment 1

Priority Outcome Measure or Systemic Factor: S2 Recurrence of Maltreatment-CWS

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

National Standard: < 9.1%

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

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

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

Annual SIP Progress Report 2017: 15.8% (Q4 2016). According to the Q4 2016 Data Report, of the 544 children who were victims of a substantiated or indicated maltreatment report during a 12-month period, 86 (15.8%) were victims of another substantiated or indicated maltreatment report within 12 months of their initial report.

Annual SIP Progress Report 2018: 8.9% (Q4 2017). According to the Q4 2017 Data Report, of the 560 children who were victims of a substantiated or indicated maltreatment report during a 12-month period, 50 (8.9%) were victims of another substantiated or indicated maltreatment report within 12 months of their initial report.

Annual SIP Progress Report 2019: 11.6% (Q4 2018). According to the Q4 2018 Data Report, of the 528 children who were victims of a substantiated or indicated maltreatment report during a 12-month period, 61 (11.6%) were victims of another substantiated or indicated maltreatment report within 12 months of their initial report.

Target Improvement Goal:

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

Year 3:

- Decrease by 27 children with recurrence of maltreatment
- 14.4%

Year 4:

- Decrease by 52 children with recurrence of maltreatment
- 10.8%

Year 5:

- Decrease by 64 children with recurrence of maltreatment
- 9.1%

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

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

National Standard: <8.3%

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

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

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

Annual SIP Progress Report 2017: 22% (Q4 2016). According to the Q4 2016 Data Report, 11 (22%) of the 50 children who reunified had re-entered foster care in less than 12 months from the date of reunification.

Annual SIP Progress Report 2018: 4.1% (Q4 2017). According to the Q4 2017 Data Report, 2 (4.1%) of the 49 children who reunified had re-entered foster care in less than 12 months from the date of reunification.

Annual SIP Progress Report 2019: 8.9% (Q4 2018). According to the Q4 2018 Data Report, 8 (8.9%) of the 90 children who reunified had re-entered foster care in less than 12 months from the date of reunification.

Target Improvement Goal:

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

Year 3:

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

Year 4:

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

Year 5:

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

Priority Outcome Measure or Systemic Factor: 8A Children Transitioning to Self-Sufficient Adulthood-CWS

This measure reflects the percentage of children who are transitioning to self-sufficient adulthood.

2015 SIP Baseline: 37.5%>

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

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

Annual SIP Progress Report 2017: 61% (Q4 2016). According to the Q4 2016 Data Report, 61% of youth receive ILP services. It is important to note that even though there is not a baseline on the UC Berkeley Data Report for this measure for Q4 2015, data was still available. This meets the 2015 SIP Baseline of 37.5% and while it is not mandatory for youth to take part in ILP services, CWS encourages participation in the program. Even though SLO County CWS already meets the state standard, CWS will continue to engage youth to ensure each youth is aware and has the opportunity to participate in ILP services.

Annual SIP Progress Report 2018: 61% (Q4 2017). According to the Q4 2017 Data Report, 61% of youth receive ILP services. It is important to note that even though there is not a baseline on the UC Berkeley Data Report for this measure for Q4 2015, data was still available. This meets the 2015 SIP Baseline of 37.5% and while it is not mandatory for youth to take part in ILP services, CWS encourages participation in the program. Even though SLO County CWS already meets the state standard, CWS will continue to engage youth to ensure each youth is aware and has the opportunity to participate in ILP services.

Annual SIP Progress Report 2019: 69% (Q4 2018). According to the Q4 2017 Data Report, 69% of youth receive ILP services. It is important to note that even though there is not a baseline on the UC Berkeley Data Report for this measure for Q4 2015, data was still available. This meets the 2015 SIP Baseline of 37.5% and while it is not mandatory for youth to take part in ILP services, CWS encourages participation in the program. Even though SLO County CWS already meets the state standard, CWS will continue to engage youth to ensure each youth is aware and has the opportunity to participate in ILP services.

Target Improvement Goal:

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

Year 3:

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

Year 4:

- 55% of ILP eligible youth actively participate in ILP
- 65% of youth receive TILP delivered services
- 35% of 14/15 year old ILP eligible youth will participate in ILP
- 85% of EFC eligible youth will participate in EFC

- 15% of youth who exit EFC will re-enter

Year 5:

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

Priority Outcome Measure or Systemic Factor: P5 Placement Stability-CWS

This measure reflects the number of placement moves during a 12-month period.

National Standard: <4.12%

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

New Federal Measure Baseline Performance: 5.29% (Q4 2013). According to the Q4 2013 Data Report, of the 36,570 children who entered care during the 12-month reporting period and who were measured under this baseline, they experienced 5.29% of moves per 1, 000 days.

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

Annual SIP Progress Report 2017: 4.25% (Q4 2016). According to the Q4 2016 Data Report, of the 36,673 days in care for foster children who entered care during the 12-month reporting period and who were measured under this baseline, they experienced 4.25% of moves per 1, 000 days.

Annual SIP Progress Report 2018: 5.81% (Q4 2017). According to the Q4 2017 Data Report, of the 36,673 days in care for foster children who entered care during the 12-month reporting period and who were measured under this baseline, they experienced 5.81% of moves per 1, 000 days.

Annual SIP Progress Report 2019: 5.98% (Q4 2018). According to the Q4 2018 Data Report, of the 28,756 days in care for foster children who entered care during the 12-month reporting period and who were measured under this baseline, they experienced 5.98% of moves per 1, 000 days.

Target Improvement Goal:

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

Year 3:

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

Year 4:

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

Year 5:

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

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

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

National Standard: 40.5%>

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

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

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

Annual SIP Progress Report 2017: 17.6% (Q4 2016). According to the Q4 2016 Data Report, which looked at the 12-month period of January 1, 2016 December 31, 2016, 3 out of 17 (17.6 %) children were discharged to permanency within 12 months of entering foster care.

Annual SIP Progress Report 2018: 11.8% (Q4 2017). According to the Q4 2017 Data Report, which looked at the 12-month period of January 1, 2017 December 31, 2017, 2 out of 17 (11.8 %) children were discharged to permanency within 12 months of entering foster care.

Annual SIP Progress Report 2019: 37.5% (Q4 2018). According to the Q4 2018 Data Report, which looked at the 12-month period of January 1, 2018 December 31, 2018, 3 out of 8 (37.5 %) children were discharged to permanency within 12 months of entering foster care.

Target Improvement Goal:

Although Juvenile Probation fell below the Federal Standard in years 3, 4, and 5, Juvenile Probation is

currently below the Federal Standard by only 3%. The following represents the targeted increases for year 4-5 in order to meet the Federal Standard:

Year 3:

- ~~13.56%~~ > (31.46% overall performance)

Year 4:

- ~~18.08~~ 13.08% > (35.98% overall performance)

Year 5:

- ~~21.7~~ 17.6% > (40.5% overall performance)

Priority Outcome Measure or Systemic Factor: 4B – Least Restrictive (Entries First Placement: Group Home)-Juvenile Probation

This measure addresses the number of children entering foster care to a first placement type of Group Homes within a 12-month period.

2015 SIP Baseline:

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

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

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

Annual SIP Progress Report 2017: 85.7% (Q4 2016). According to the Q4 2016 Data Report, Juvenile Probation had 12 youth enter foster care to a first placement type of Group Homes. While this was not a reduction by measure of percentage, there was a reduction from Q4 2013 in total count from 13 to 12.

Annual SIP Progress Report 2018: 0% (Q4 2017). According to the Q4 2017 Data Report, Juvenile Probation had 0 youth enter foster care to a first placement type of Group Homes.

Annual SIP Progress Report 2019: 33.3% (Q4 2018). According to the Q4 2018 Data Report, Juvenile Probation had 0 youth enter foster care to a first placement type of Group Homes.

Target Improvement Goal:

The implementation of Juvenile Probation’s In-Custody Treatment Program in 2017 has significantly reduced the number of Juvenile Probation youth entering foster care to a first placement type of Group Home. Juvenile Probation had zero (0) youth reported for 2017. This shows Juvenile Probation has met their year 5

goal.

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

Year 3:

- ~~• Less than 11 children in Group Home~~
- ~~• Group Home: 21.6%~~

Year 4:

- Less than 9 children in Group Home
- Group Home: 17.6%

Year 5:

- 5 children or less in Group Home
- Group Home: 10%

| Strategy 1: Implement SOP CFTM Continuum of Care to reduce reoccurrence of maltreatment by 9.2%. | <input checked="" type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): S2 Recurrence of Maltreatment P4 Re-entry in 12 months P5 Placement Stability | |
|--|---|---|---|
| | <input type="checkbox"/> CBCAP | | |
| | <input checked="" type="checkbox"/> PSSF | | |
| | <input type="checkbox"/> N/A | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| Action Steps: | Implementation Date: | Most Recent Status (Q4 2018): | Person Responsible: |
| A. Convene work group to develop an interagency SOP Child Family Team Meeting process that will encompass a universal language (SOP), coordinated response and case planning, standardized safety and mental health assessments, in SLO County. | 03/2016 | <input checked="" type="checkbox"/> Completed (03/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development CFTM Workgroup |
| B. Review existing family team meeting policy and procedures to assess comparability and collaborate with community partners to create uniformity in existing family team meeting framework. | 06/2016 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development CFTM Workgroup |
| C. Develop policy and procedures in support of SOP CFTMs. | 07/2016 07/2017 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development CFTM Workgroup |
| D. CFTM Work group will provide training and coaching to achieve joint understanding between the DSS, service providers, and families about child safety, improve transparency, and improve overall practice. | 09/2016 | <input checked="" type="checkbox"/> Completed (02/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing | CWS Staff Development CFTM Workgroup |

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| | | <input type="checkbox"/> Postponed | |
| E. Provide support in sustaining SOP CFTMs. | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development |
| F. Monitor progress utilizing CWS/CMS, SafeMeasures and Business Objects reports. | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development |
| Strategy 2: Strengthening and expanding prevention/early intervention collaborations. | <input checked="" type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): S2 Recurrence of Maltreatment P4 Re-entry in 12 months | |
| | <input type="checkbox"/> CBCAP | | |
| | <input checked="" type="checkbox"/> PSSF | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| | <input type="checkbox"/> N/A | | |
| Action Steps: | Implementation Date: | Most Recent Status (Q4 2018): | Person Responsible: |
| A. Collaborate with Differential Response provider, CAPSLO to review and revise program specifications to expand local State Family Preservation Program. | 03/2016 | <input checked="" type="checkbox"/> Completed (12/15) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development Probation CAPSLO |
| B. Update policies and procedures for implementation of the revised State Family Preservation Program. | 04/2016 | <input checked="" type="checkbox"/> Completed (05/15) <input type="checkbox"/> On/ahead of schedule | CWS Staff Development Probation CAPSLO |

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| | | <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | |
| C. Provide cross training to CWS, Probation and CAPSLO staff. | 06/2016 | <input checked="" type="checkbox"/> Completed (06/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development Probation CAPSLO |
| D. CWS, Probation, and CAPSLO will meet monthly quarterly to discuss issues, ongoing strengths, and service delivery between the agencies. | 07/2016 | <input type="checkbox"/> Completed (MM/YY) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development Probation CAPSLO |
| E. Collaborate with Behavioral Health to expand Substance Abuse and Mental Health resources/services for prevention and early intervention. | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development Probation CAPSLO Behavioral Health |
| F. Monitor service delivery and outcomes, utilizing local databases. | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development Probation CAPSLO |

| Strategy 3: FTC Alumni Association and Aftercare. This will assist in reducing re-entry by connecting parents who have successfully completed FTC with the Alumni Association (parent who graduated FTC and successfully reunited with their child/ren) for ongoing support during the case and after dismissal. | <input checked="" type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): P4 Re-entry in 12 months | |
|--|---|--|---|
| | <input type="checkbox"/> CBCAP | | |
| | <input checked="" type="checkbox"/> PSSF | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| | <input type="checkbox"/> N/A | | |
| Action Steps: | Implementation Date: | Most Recent Status (Q4 2018): | Person Responsible: |
| A. Create FTC Association and Aftercare Committee to discuss information from other counties Aftercare programs to see what model would best fit SLO County. | 11/1/2015 11/1/2017 | <input checked="" type="checkbox"/> Completed (03/18) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | FTC Social Worker CWS Program Manager |
| B. DSS will request an additional Parent Partner position to assist with the initial coordination of the FTC Alumni group. | 4/1/2016 7/1/2017 | <input checked="" type="checkbox"/> Completed (11/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Program Manager FTC Regional-Division Manager Manager |
| C. Identifying appropriate Alumni to begin the association and to create an ongoing recruiting process to build the association. | 7/1/2016 3/01/2018 | <input checked="" type="checkbox"/> Completed (03/18) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | FTC Social Worker CWS Program Manager |

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| <p>D. Locate and support the Alumni Association by finding a location to have regular Alumni Association meetings.</p> | <p>12/1/2016 3/1/2018</p> | <p><input checked="" type="checkbox"/> Completed (03/19) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>FTC Social Worker CWS Program Manager</p> |
| <p>E. Maintain statistics to compare FTC families who have participated in the Alumni Association and the ones who did not to compare reentry rates.</p> | <p>7/1/2017</p> | <p><input type="checkbox"/> Completed (MM/YY) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>FTC Social Worker CWS Program Manager</p> |
| <p>Strategy 4: Utilize the Quality Assurance case reviews to identify barriers to reunification and re-entry into foster care. The case reviews will also assist in identifying training needs with documentation, visits, and case planning pertaining to all outcomes.</p> | <p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF</p> | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): P4 Re-entry in 12 months P1 Permanency in 12 months P5 Placement Stability 4B Least Restrictive</p> | |
| | <p><input checked="" type="checkbox"/> N/A</p> | <p><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p> | |
| <p>Action Steps:</p> | <p>Implementation Date:</p> | <p>Most Recent Status (Q4 2018):</p> | <p>Person Responsible:</p> |
| <p>A. The identified Quality Assurance (QA) Social Workers completed the 4-day OSRI training on 4/14/15-4/17/15.</p> | <p>4/14/ 2015</p> | <p><input checked="" type="checkbox"/> Completed (04/15) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>Case Review Social Workers</p> |

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| <p>B. The Case Review Social Workers participated in the 4 coaching calls and conducted case reviews on the list of cases provided by the state. The Social Workers completed the final mock case review and were certified.</p> | 5/4/ 2015 | <input checked="" type="checkbox"/> Completed (09/15) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Case Review Social Workers |
| <p>C. The certified Social Workers began conducting formal case reviews and will reporting their findings regarding trends and training needs, and update policies and procedures. and identify resources that will assist in improving outcomes.</p> | 10/1/2015 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Social Worker Supervisor/Program Manager Case Review Social Workers |
| <p>D. Through the ongoing case reviews, the QA Social Workers will identify resources that will assist in improving outcomes. These resources will be compiled into a list for the Social Worker Supervisors to use in their monthly one-on-one meetings with staff.</p> | 1/1/2018 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Social Worker Supervisor Supervisor/Program Manager |
| <p>E. The identified Quality Assurance staff will need to complete the online OSRI course to become temporarily certified.</p> | 10/1/2015 | <input checked="" type="checkbox"/> Completed (11/15) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Social Worker Supervisor Program Manager |
| <p>F. The Quality Assurance staff will begin continue to review the Social Workers case reviews for consistency and completeness.</p> | 10/1/2015 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing | Social Worker Supervisor Program Manager |

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| | | <input type="checkbox"/> Postponed | |
| G. Meeting bi-monthly with case review Social Workers to discuss trends and findings. | 11/1/2015 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Social Worker Supervisor/Program Manager Case Review Social Workers |
| H. Attend a monthly meeting with Regional Division Managers to discuss results from the case reviews for that month. | 12/1/2015 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Regional Division Managers Program Managers |
| I. Attend different program workgroups to discuss trends and areas of improvement identified. | 1/2016 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Social Worker Supervisor/Program Manager Case Review Social Workers |
| J. The identified Quality Assurance staff will attend the 4-day OSRI training and participated in 4 coaching calls before they took take the final mock case review. | 2/2016 | <input checked="" type="checkbox"/> Completed (06/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Social Worker Supervisor Program Manager |
| Strategy 5: Child Welfare will expand engagement of youth in EFC and | <input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF | Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A Transitioning Youth to Adulthood | |

California Child and Family Services Review

| increase participation in the ILP to at least 60%. | <input checked="" type="checkbox"/> N/A | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
|--|---|---|--|
| Action Steps: | Implementation Date: | Most Recent Status (Q4 2018): | Person Responsible: |
| A. Open participation in ILP services to youth beginning at age 14. | 7/1 2015 | <input checked="" type="checkbox"/> Completed (07/15) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Staff Development |
| B. Develop targeted services to engage youth in this younger age range. | 1/ 2016 | <input type="checkbox"/> Completed (MM/YY) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Staff Development/ILP Staff |
| C. Develop pre/post skills assessment tools to measure skill development. | 7/2016 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Staff Development/ILP Staff & Contracted Providers |
| D. Monitor participation rates of 14/15 year old population. | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Staff Development |

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|--|---|--|----------------------------|
| <p>E. Monitor participation in EFC and reasons why youth choose not to participate.</p> | <p>Ongoing</p> | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | <p>Staff Development</p> |
| <p>F. Develop re-engagement strategies for youth who have opted not to participate in EFC to encourage re-participation.</p> | <p>7/1/2016 7/1/2017</p> | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed (07/17) | <p>Staff Development</p> |
| <p>Strategy 6: Promote preparation of youth to emancipate by engaging all stakeholders in the youth's life including caregivers, Social Workers, ILP case managers and other adult mentors.</p> | <input checked="" type="checkbox"/> CAPIT | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): 8A Transitioning Youth to Adulthood</p> | |
| | <input type="checkbox"/> CBCAP | | |
| | <input type="checkbox"/> N/A | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| <p>Action Steps:</p> | <p>Implementation Date:</p> | <p>Most Recent Status (Q4 2018):</p> | <p>Person Responsible:</p> |
| <p>A. Schedule LTMs for all youth age 16 or older who are in Family Reunification or Permanent Placement Status.</p> | <p>Ongoing</p> | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | <p>CWS Social Workers</p> |
| <p>B. Monitor the use of the LTMs through the ILP database on a monthly basis.</p> | <p>Ongoing</p> | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable | <p>Staff Development</p> |

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| | | <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | |
| C. Develop materials that can be used at home for caregivers to work with their youth to develop life skills. | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Staff Development |
| D. Offer training to caregivers to help them understand the needs of emancipating foster youth and to develop strategies to work with their youth. | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Staff Development |
| E. Work with youth to identify mentors and other supportive adults who can offer a positive support as they move toward independence. | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Social Workers |
| F. Develop an assessment tool that will help drive youth's TILP plans to focus on needed skill development areas. | 7/1/2015-6/30/2016 7/1/2015-6/30/2017 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Staff Development |

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|---|---|--|--------------------------|
| <p>G. Develop a tracking mechanism to ensure that all youth are being offered training and/or outreach materials in the 7 life skill domains.</p> | <p>7/1/2015- 6/30/2016 7/1/2015- 6/30/2017</p> | <p><input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>Staff Development</p> |
| <p>H. Monitor participation of youth and completion of TILP goals and life skill development through ongoing skills assessment testing.</p> | <p>Ongoing</p> | <p><input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>Staff Development</p> |
| <p>I. Explore contracting with local providers using prevention funds to have mentors available who specialize in working with parenting youth. Mentors would be available to work intensely with parenting youth to address parenting needs and connecting youth with supports and resources.</p> | <p>7/1/2016</p> | <p><input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>Staff Development</p> |
| <p>J. Identify training needs of Social Workers to help them evaluate the competency of youth on their caseloads in each of the core areas of ILP skills (Education, Employment, Housing, Life Skills, and Permanency).</p> | <p>Ongoing</p> | <p><input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>Staff Development</p> |
| <p>K. Implement a structured way to ensure that youth who have identified competency deficiencies receive appropriate referrals and supports to increase their competency in those areas.</p> | <p>Ongoing</p> | <p><input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing</p> | <p>Staff Development</p> |

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| | | <input type="checkbox"/> Postponed | |
| Strategy 7: Increase recruitment efforts to increase the number of RFA Homes. | <input checked="" type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): P5 Placement Stability | |
| | <input type="checkbox"/> CBCAP | | |
| | <input checked="" type="checkbox"/> PSSF | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| | <input type="checkbox"/> N/A | | |
| Action Steps: | Implementation Date: | Most Recent Status (Q4 2018): | Person Responsible: |
| A. Improving Parent Resource Family Parent Information Development and Education Training (PRIDE) to include more in depth information regarding the Child Welfare Department process. | 01/2016 | <input checked="" type="checkbox"/> Completed (01/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development in collaboration with FKCE |
| B. CWS is partnering with FCNI, CWS Social Workers, Social Worker Supervisors, Management, former foster youth, Resource Parents, Probation, and Birth Parents to analyze census data to develop a better understanding of the dynamics and challenges within our community to best strategize solutions. | Ongoing | <input checked="" type="checkbox"/> Completed (09/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development in collaboration with other agencies |
| C. Continue to convene a community wide recruitment and retention focused work group to assess needs and generate new strategies and ideas to address those needs. | Ongoing | <input checked="" type="checkbox"/> Completed (06/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development in collaboration with other interested County staff |

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| <p>D. Target recruitment that will include: Implementation of Faith in Motion, outreach to faith-based communities, businesses, community-based organizations and schools; recruitment mailings to residences of SLO County, new commercials, development of social media and Foster Care website and inclusion of Resource Parents in recruitment activities and materials.</p> <p>Target recruitment for teens and siblings.</p> <p>Create new ad campaigns that will include: Bulk mailings to residence of SLO County, new commercials, paper booklets for how to become a RFA home, information about our department, and new poster boards rotating throughout the SLO County.</p> | <p>7/1/2015 7/1/2016</p> <p>Ongoing</p> <p>In process of analyzing marketing strategies and effective use of resources</p> | <p><input checked="" type="checkbox"/> Completed (07/16)</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p> <p><input checked="" type="checkbox"/> Ongoing</p> <p><input type="checkbox"/> Postponed</p> | <p>CWS Staff Development in collaboration with recruitment workgroup</p> |
| <p>E. Provide services to families, such as free Health Screening, TB tests, Live Scanning and CPR/First Aid training, to remove barrier for home approval process.</p> | <p>Ongoing</p> | <p><input checked="" type="checkbox"/> Completed (07/16)</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p> <p><input checked="" type="checkbox"/> Ongoing</p> <p><input type="checkbox"/> Postponed</p> | <p>CWS Staff Development, Public Health Department, Office of Education</p> |
| <p>F. Develop joint coastal collaboration with Santa Barbara and Ventura counties for shared learning and strategy development for recruiting and retaining resource homes.</p> | <p>Ongoing</p> | <p><input checked="" type="checkbox"/> Completed (07/17)</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p> <p><input checked="" type="checkbox"/> Ongoing</p> <p><input type="checkbox"/> Postponed</p> | <p>CWS Staff Development</p> |
| <p>G. Create new database for tracking Resource Family Training PRIDE participant's attendance and services. Also track withdrawals and completion of Resource Family Training PRIDE.</p> | <p>07/2016</p> <p>In progress and being continually developed</p> | <p><input checked="" type="checkbox"/> Completed (04/17)</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p> | <p>CWS Staff Development and Information Technology Unit</p> |

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| | | <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | |
| H. Development of new SLO County Certified Shelter Bed homes. | 07/2016 Completed contract with FCNI to provide Shelter Bed Homes | <input checked="" type="checkbox"/> Completed (07/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development and FCNI |
| I. Development of new Specialized Foster Care ISFC Program to provide home-based foster care for teens and youth with high-level needs. | 7/2017 | <input checked="" type="checkbox"/> Completed (07/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development |
| J. Development of Seneca Family of Agencies Emergency Foster Care (EFC) Homes. | 8/2017 Completed contract with Seneca Family of Agencies to provide Emergency Foster Care | <input checked="" type="checkbox"/> Completed (07/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development and Seneca Family of Agencies |
| K. Development of After Hours Emergency County Foster Care Program | 1/2018 | <input checked="" type="checkbox"/> Completed (01/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development and Placement Unit |
| L. Development of Intensive Services Foster Care (ISFC) for at-risk and Commercial Sexual Exploitation (CSEC) Home-Based Foster Care for | 3/2018 | <input checked="" type="checkbox"/> Completed (03/17) <input type="checkbox"/> On/ahead of schedule | CWS Staff Development |

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| teen girls. | | <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | |
| M. Development of Group Home/ Short Term Residential Treatment Program (STRTP) policy and procedure to formalize collaborative staffing with staff and community partners to develop transition plans and timelines for returns. | 09/2017 | <input checked="" type="checkbox"/> Completed (09/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development and Placement Unit |
| N. Enhanced development of Placement Databases to track ISFC homes. | 1/2018 | <input checked="" type="checkbox"/> Completed (01/18) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development, Placement Unit and Information Technology Units |
| O. Enhanced development of Group Home/STRTP Database to track and analyze entries and exits into Congregate Care and STRTPs. | 1/2018 | <input checked="" type="checkbox"/> Completed (01/18) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development, Placement Unit and Information Technology Units |
| P. Apply for new funding opportunities to explore new and innovative recruitment and retention strategies. | Ongoing FPRRS allocation and exploration of additional resource opportunities | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development |

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| <p>Q. Better utilize already identified months (such as National Foster Care month and National Adoptions month) to drive community wide awareness of the need for Resource Families and promote awareness of foster care.</p> | Ongoing | <input checked="" type="checkbox"/> Completed (02/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development in collaboration with recruitment and retention workgroup |
| <p>R. Seek ways to partner with schools to recruit teachers to increase the availability of homes within each school district to increase the likelihood children will be able to stay within their school of origin.</p> | Ongoing Working with school districts and PTA | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development in collaboration with SLO County Office of Education |
| <p>S. Implement All School Empowerment Network (ASPEN) Home is the Goal Program to recruit Resource Families in communities of origin in advance of the need to improve placement matching and stability. The program also emphasizes the importance of maintaining children in communities.</p> | 8/2017 | <input checked="" type="checkbox"/> Completed (08/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development in collaboration with SLO County of Education (SLOCOE) |
| <p>T. Development and Implementation of the Trauma-Informed Practices In Schools (TIPS) Program to create shared understanding of trauma and responses so that all individuals working with the child can partner to develop tools and strategies to improve emotional regulation, academic and social successes and improved placement stability.</p> | 9/2017 | <input checked="" type="checkbox"/> Completed (10/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development in collaboration with SLOCOE |
| <p>U. Examine trend of male foster youth experiencing a higher level of placement instability than female foster youth and identify strategies to address this disparity.</p> | 2/2016 | <input checked="" type="checkbox"/> Completed (07/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule | CWS Staff Development |

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| | | <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | |
| V. Examine trend of older youth experiencing a higher number of moves and identify strategies to recruit homes who want to provide care for older teens and who understand their need. | 2/2016 | <input checked="" type="checkbox"/> Completed (02/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development |
| W. Develop and circulate a monthly collaborative with Probation, Mental Health and community partners for Recruitment, Retention and Support Newsletter to raise awareness of the need for Resource Families, show progress towards the recruitment/retention goals and provide information on associated events, opportunities, activities and initiatives to support recruitment. | Ongoing | <input checked="" type="checkbox"/> Completed (07/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development Manager |
| X. Conduct a Placement Disruption, Group Home and Resource Family Analysis: <ul style="list-style-type: none"> Utilize university psychology and economics students to conduct a five year analysis and case study of the children in the care of SLO County Extend analysis of children in Congregate Care | 3/2017 2/2016 2/2016 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development Manager CWS University Intern |
| Strategy 8: Increase Resources to Foster Parents and Social Workers. | <input checked="" type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): P5 Placement Stability | |
| | <input type="checkbox"/> CBCAP | | |
| | <input checked="" type="checkbox"/> PSSF | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| | <input type="checkbox"/> N/A | | |
| Action Steps: | Implementation Date: | Most Recent Status (Q4 2018): | Person Responsible: |

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| <p>A. Redesign Resource Family Training to 12-hour core curriculum.</p> | <p>10/2016</p> | <p><input checked="" type="checkbox"/> Completed (01/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>CWS Staff Development in collaboration with FKCE</p> |
| <p>B. Develop Tier II Training Program to support specialized training and skill development for Resource Parents.</p> | <p>1/2017</p> | <p><input checked="" type="checkbox"/> Completed (01/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>CWS Staff Development in collaboration with FKCE</p> |
| <p>C. Contract development for the creation of free online Trauma Training and Trauma Toolkit for Resource Families, Birth Families and community.</p> | <p>01/2017</p> | <p><input type="checkbox"/> Completed (MM/YY) <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>CWS Staff Development in collaboration with SLOCOE</p> |
| <p>D. CWS is partnering collaborating with Family Care Network Inc. (FCNI), CWS Social Workers, Social Worker Supervisors, Management, former foster youth, Resource Parents, Probation, and Birth Parents to analyze census data to develop a better understanding of the dynamics and challenges within our community to best strategize solutions.</p> | <p>Ongoing</p> | <p><input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing</p> | <p>CWS Staff Development in collaboration with other agencies</p> |
| <p>E. Increase resources for Foster Parents: reimbursement and resources for respite care, free car seats for emergency placements, free diapers and free clothing for foster youth.</p> | <p>07/2017</p> | <p><input checked="" type="checkbox"/> Completed (06/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule</p> | <p>CWS Staff Development</p> |

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| | | <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | |
| F. Identify key annual training that County will deliver in addition to special “one-off” trainings of interest. Key annual trainings could include accessing college education resources, trauma-informed parenting, strategies for addressing developmental delays etc. | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development in collaboration with recruitment and retention workgroup and FKCE |
| G. Develop four three RFA Self-Care Improvement activities per year, including respite care, meals and education. | 01/2016 | <input checked="" type="checkbox"/> Completed (01/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development in collaboration with recruitment and retention workgroup |
| H. Work with local schools to provide emergency placement supplies for Resource Families. | 07/2016 3/2017 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development in collaboration with SLOCOE |
| I. Increase summer training programs; add Hot Topic summer training sessions. | 7/2015 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development |
| J. Bring Social Workers and Resource Families together to work as teams (Provide food and childcare at all | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule | CWS Staff Development |

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| events). | | <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | |
| K. Further develop Foster Support Unit role to help connect Resource Families to resources. | Ongoing | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development |
| L. Explore options to assist Resource Families with transportation needs such as to and from visitation, doctor visits, school etc. | 7/2016 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development |
| M. Explore providing Respite Care and Specialty Respite Care reimbursement to all Resource Families to help reduce burn out. | 7/2016 | <input checked="" type="checkbox"/> Completed (07/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development |
| N. Explore options for providing payment to Resource Families for childcare expenses incurred. | 7/2016 | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | CWS Staff Development |

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| <p>O. Increase access for Social Workers to attend training with Resource Families.</p> | <p>7/2016</p> | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | <p>CWS Staff Development</p> |
| <p>Strategy 9: Increase the collaboration and coordination between Probation and CWS regarding foster care resources and issues in SLO County.</p> | <input checked="" type="checkbox"/> CAPIT | <p>Applicable Outcome Measure(s) and/or Systemic Factor(s): P1 Permanency in 12 months (entering foster care) 4B Least Restrictive Placement (Point in Time) P5 Placement Stability</p> | |
| | <input type="checkbox"/> CBCAP | | |
| | <input checked="" type="checkbox"/> PSSF | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| <p>Action Steps:</p> | <p>Implementation Date:</p> | <p>Most Recent Status (Q4 2018):</p> | <p>Person Responsible:</p> |
| <p>A. Incorporate information specific to youth in Probation foster care into RFA Foster Parent training to better inform RFA families of probation specific issues and potentially develop more RFA homes for Probation foster youth.</p> | <p>7/1/2017 1/1/2018 1/1/2019</p> | <input type="checkbox"/> Completed (MM/YY) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | <p>Probation Placement Supervisor</p> |
| <p>B. Hold quarterly monthly meetings between Probation placement supervisor management and CWS program managers management to better coordinate services and foster care changes at the county level.</p> | <p>3/1/2016</p> | <input checked="" type="checkbox"/> Completed (03/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | <p>Probation Placement Supervisor Juvenile Services Division Chief Deputy</p> |
| <p>C. Incorporate Probation families into CAPSLO Direct Services Program, which provides in home parenting support.</p> | <p>3/1/2017</p> | <input checked="" type="checkbox"/> Completed (01/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule | <p>Probation Placement Supervisor</p> |

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| D. Train Quality Assurance Social Workers on probation specific foster care information for better analysis and identification of barriers to permanency in 12 months | 4/1/2016 4/1/2017 7/01/2017 3/9/2018 | <input checked="" type="checkbox"/> Completed (03/18) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed (04/17) | Probation Placement Supervisor Probation Juvenile Services Division Chief Deputy or designee |
| E. Establish a foster home to provide shelter care for only Probation preferred youth | 7/1/2018 1/1/2019 | <input checked="" type="checkbox"/> Completed (01/19) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Chief Deputy of Juvenile Services Division |
| Strategy 10: Enhance training and resources available to Probation Officers for better supporting youth transitioning to adulthood and better identifying and support less restrictive placement types. | <input checked="" type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B Least Restrictive Placement (Point in Time) P5 Placement Stability 8A Children Transitioning to Self-Sufficient Adulthood | |
| | <input type="checkbox"/> CBCAP | | |
| | <input checked="" type="checkbox"/> PSSF | | |
| | <input type="checkbox"/> N/A | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| Action Steps: | Implementation Date: | Most Recent Status (Q4 2018): | Person Responsible: |
| A. Create and implement a process for Probation to utilize LTMs to better support older youth transitioning home or to less restrictive placement types. | 7/1/2016 | <input checked="" type="checkbox"/> Completed (12/15) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing | Probation Placement Supervisor |

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| | | <input type="checkbox"/> Postponed | |
| B. Create and implement a process for Probation to use Parent Locator Service (PLS) to better identify parental and relative placement options. | 4/1/2016 | <input checked="" type="checkbox"/> Completed (12/15) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Probation Placement Supervisor |
| C. Train Placement Unit Staff on specifics of EFC | Train 3 POs and 1 PA 01/01/2016 01/01/2017 07/01/2017 10/01/2018 1/1/2019 | <input checked="" type="checkbox"/> Completed (01/19) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input checked="" type="checkbox"/> Ongoing <input type="checkbox"/> Postponed (01/17) (07/17) (10/18) (01/19) | Juvenile Hall Superintendent Probation Juvenile Services Division Chief Deputy or designee |
| Strategy 11: Develop an in custody treatment program for high risk and high needs probation youth. | <input type="checkbox"/> CAPIT | Applicable Outcome Measure(s) and/or Systemic Factor(s): 4B Least Restrictive Placement (Point in Time) | |
| | <input type="checkbox"/> CBCAP | | |
| | <input type="checkbox"/> PSSF | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project | |
| | <input checked="" type="checkbox"/> N/A | | |
| Action Steps: | Implementation Date: | Most Recent Status (Q4 2018); | Person Responsible: |
| A. Create a workgroup to develop an in custody treatment program. | 12/01/2015 | <input checked="" type="checkbox"/> Completed (11/15) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed | Juvenile Hall Superintendent or designee |

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| <p>B. Research evidence based practices and principles on effective in-custody treatment programs.</p> | <p>03/31/2016</p> | <p><input checked="" type="checkbox"/> Completed (03/16) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>Juvenile Hall Superintendent or designee</p> |
| <p>C. Research and visit existing in-custody treatment programs in nearby counties.</p> | <p>9/30/2016</p> | <p><input checked="" type="checkbox"/> Completed (11/15) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>Juvenile Hall Superintendent or designee</p> |
| <p>D. Complete program development, including policies and procedures, positions, and job descriptions.</p> | <p>06/30/2016 12/31/2016</p> | <p><input checked="" type="checkbox"/> Completed (03/17) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <input type="checkbox"/> Ongoing <input type="checkbox"/> Postponed</p> | <p>Juvenile Hall Superintendent or designee Probation Juvenile Services Division Chief Deputy or designee</p> |