

California - Child and Family Services Review

System Improvement Plan

June 10, 2020 – June 10, 2025



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California-Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

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Introduction

The County of San Luis Obispo was established in 1850 as one of the original twenty-seven counties in California. The region's approximate 3,300 square miles and one hundred miles of coastline is nestled between Monterey County to the north, Kern County to the east, and Santa Barbara County to the south. The population of the County of San Luis Obispo was 281,455 in 2018, making it the 23rd largest county in the state. The county consists of seven cities as well as many unincorporated communities, with the county seat being in San Luis Obispo city. The County of San Luis Obispo boasts more than 700 public services and many partner agencies who assist the county in providing services to the population.

ABOUT THE CALIFORNIA CHILD AND FAMILY SERVICES REVIEW

The California Child and Family Services Review (C-CFSR) System was developed from the Child Welfare System Improvement and Accountability Act (AB 636, 2001), mandating that each of California's fifty-eight counties be evaluated in achieving outcomes through the California Outcomes and Accountability Systems (COAS). This process includes a County Self-Assessment (CSA) and a Peer Review of the county's performance on critical Child Welfare and Juvenile Probation Outcomes in the areas of child safety, permanence, and well-being. The CSA reflects a systems-wide planning and feedback process that maximizes continuous community involvement. The CSA also provides an evaluation of the quantitative data, which creates the foundational framework for the System Improvement Plan (SIP).

Each county, in an effort for continual system improvement and evaluation, must complete both a CSA and Peer Review. The purpose of the CSA is to assess the full array of child welfare and probation programs, from prevention and intervention through permanency and aftercare.

The Peer Review supplements the quantitative information obtained through the CSA with qualitative data gathered from peer Child Welfare Services Social Workers, Juvenile Probation Officers, and Supervisors identifying areas of strength and areas that need improvement. The results of the CSA and Peer Review were used to support the development of the 2020 SIP.

California Child Welfare Indicators Project (CCWIP) issues quarterly data reports, which include safety, permanency, and well-being outcomes for each county. These Quarterly Outcome and Accountability County Data 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 purposes 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 the 2020 SIP was Quarter 3 2019. The Quarter 3 2019 data will continue to be the baseline for the duration

of the C-CFSR cycle. This baseline data will be discussed in each subsequent annual SIP progress report as goals for improvement are implemented and progress becomes evident.

The Five-Year SIP is monitored through quarterly county data reports, quarterly monitoring by the California Department of Social Services (CDSS), annual stakeholder meetings, and annual SIP progress reports. The SIP is an operational five-year agreement between CDSS, County of San Luis Obispo Child Welfare Services, and County of San Luis Obispo Juvenile Probation. The SIP provides the outline for how the County's agencies will improve on their system of care for children and families. A Five-Year SIP Chart was created in the 2020 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 2020 SIP is a commitment for improvement in the focus outcomes determined to be most in need of improvement for both CWS and Juvenile Probation. The 2020 SIP focus measure for CWS consists of outcome measure P5 Placement Stability and Systemic Factors: Staff, Caregiver, and Service Provider Training and Foster and Adoptive Parent Licensing, Recruitment and Retention, with strategies focusing on: Improving Family Maintenance/Family Reunification worker retention will increase primary SW assignment stability and contribute toward placement stability, Early and ongoing assessment, including continued implementation of specialized training, as a key strategy for supporting children in the foster system, Improve youth placement stability with a focus on ages 11-17 by strengthening engagement, collaboration, and support, Increase the number of resource family homes for youth ages 11-17, and by developing and utilizing creative outreach and recruitment strategies. The 2020 SIP focus measure for Juvenile Probation is P2: Permanency in twelve months (in care twelve to twenty-three months), with their focus being aligned with CWS's strategies of Recruitment and Development of Specialized Homes and Family Connections.

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 2020 SIP. The OCAP providers meet with the OCAP Liaison quarterly to monitor outcome performances, 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 the Department of Social Services (DSS) to complete the annual OCAP Report. OCAP grantee participation is crucial in aligning the CSA, SIP, and OCAP reports. Due to existing contracts running through the initial 2020 SIP construction and with feedback from our CDSS team, our existing contracts will continue as planned based on the 2015 SIP, with new contracts being created and reported on for the yearly OCAP 2020 report that is due in September 2021.

C-CFSR ADVISORY GROUP

The County of San Luis Obispo (SLO) established a C-CFSR Advisory Group to oversee the planning process for the CSA. The team met regularly and followed an established timeline to accomplish the following:

- Conduct a comprehensive analysis of CWS & Probation’s outcome performance
- Identify the focus areas for CWS and Probation
 - Placement stability for CWS
 - Permanency within twelve months for Probation
- Schedule and coordinate the Community Stakeholder Forums and focus groups
- Select the Peer Counties
 - CWS counties represented: Contra Costa, Riverside, Ventura, Monterey, Santa Cruz, and Madera
 - Probation counties represented: Mendocino, Monterey, and Los Angeles
- Select the cases & questions for the Peer Review Event
- Schedule the Peer Review Event
- Complete the CSA Report

SIP Narrative

C-CFSR TEAM AND CORE REPRESENTATIVES

To ensure continuous quality improvement, a local C-CFSR Team was established and met regularly to complete all required elements of the C-CFSR, CSA, and Peer Review process. CWS and Juvenile Probation members of the C-CFSR Team completed the CSA Report. This team will continue to meet to ensure all aspects of the C-CFSR SIP process is completed. This will include the Five-year SIP, annual C-CFSR Stakeholders Meetings, and progress reporting. The CWS C-CFSR Program Manager, Juvenile Deputy Probation Officer II, and the CDSS lead the County of SLO C-CFSR Team. The CWS Office of Child Abuse and Prevention (OCAP) Program Manager and Center for Family Strengthening (CFS) Director served as the representatives for Child Abuse Prevention, Intervention, and Treatment (CAPIT), Promoting Safe and Stable Families (PSSF), and Community Based Child Abuse Prevention (CBCAP).

TABLE 1: C=CFSR PLANNING TEAM MEMBERS

County of SLO C-CFSR Team Members		
Belinda Benassi	CWS Program Manager	County of SLO Dept. of Social Services

Adam Chambers	Supervising Deputy Probation Officer	County of SLO Juvenile Probation
Linda Belch	CWS Deputy Director	County of SLO Dept. of Social Services
Thomas Milder	Chief Deputy Probation Officer	County of SLO Juvenile Probation
Ben R King	Staff Development Division Manager	County of SLO Dept. of Social Services
Angella Holmes	CWS Program Manager	County of SLO Dept. of Social Services
Roxi Selck	CWS Program Manager	County of SLO Dept. of Social Services
Julie DeFranco	CWS Program Manager	County of SLO Dept. of Social Services
Tony Mello	Deputy Probation Officer III	County of SLO Juvenile Probation
Celeste Cardenas	Program Review Specialist	County of SLO Dept. of Social Services
Sandra Jimenez	Program Review Specialist	County of SLO Dept. of Social Services
Linda Klintworth	Program Review Specialist	County of SLO Dept. of Social Services
Rosario Depew	Program Review Specialist	County of SLO Dept. of Social Services
Mikayla Anderson	Program Review Specialist	County of SLO Dept. of Social Services
Margie Albers	Consultant	Independent CSA Consultant
Cindy Friesen	Regional Training Coordinator	Central CA Training Academy (CCTA)
Amanda Weeks	Regional Training Trainer	Central CA Training Academy (CCTA)

Table 2: CDSS Team Members

CDSS Team Members		
Korena Downing Hazen	Consultant	Program Improvement Bureau
Erica V. Magee	Consultant	Program Improvement Bureau

Krista Gurko	Analyst	OCAP
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County of SLO Responsibilities:

- Lead and conduct the C-CFSR process within the county
- Identify and maintain the Core Team
- Collaborate with stakeholders, CDSS, CCTA, and OCAP to complete the CSA process, which includes Peer Review, Community Stakeholders Meetings, and Focus Groups
- Complete required reports

CDSS Responsibilities:

- Provide technical assistance and oversight to ensure the integrity of the C-CFSR process
- Ensure CAPIT/CBCAP/PSSF program requirements are met
- Follow federal guidelines to ensure county completes C-CFSR
- Ensure county complies with and meets statutory and regulatory requirements

LIST OF CORE REPRESENTATIVES

The following is a list of identified Core Team members and stakeholders that participated throughout the Peer Review and CSA process.

TABLE 3: COUNTY OF SAN LUIS OBISPO REGIONS

Central Region	North Region	South Region
Foster Parents	Foster Parents	Foster Parents
DSS	DSS	DSS
T-MHA	T-MHA	T-MHA
Center for Family Strengthening	Center for Family Strengthening	Center for Family Strengthening
Juvenile Probation	Juvenile Probation	Juvenile Probation
District Attorney	District Attorney	
Grizzly Youth Academy Staff	Grizzly Youth Academy Staff	
Grizzly Youth Academy Youth	Grizzly Youth Academy Youth	

Seneca Family of Agencies	Seneca Family of Agencies	
CDSS	CDSS	
SLOCOE		SLOCOE
Behavioral Health		Behavioral Health
Department of Rehabilitation		Department of Rehabilitation
CAPSLO / SAFE		CAPSLO / SAFE
Promotores		Promotores
California Youth Connection (CYC) Youth	Coastal Valley Academy (CVA) Youth	Court Appointed Special Advocate (CASA)
OCAP	OCAP	OCAP
Cuesta College	Paso Robles Unified School District	
County Counsel	Templeton Unified School District	
People's Self-Help Housing	Board of Supervisors	
Police Department	Martha's Place	
Public Health		
Public Library		
RISE		
Family Care Network Inc. (FCNI)		
Stand Strong		

PARTICIPATION OF CORE REPRESENTATIVES

The County of San Luis Obispo engaged in focus group meetings from August through September 2019 as shown in the following table:

TABLE 4: DATES FOCUS GROUPS MET IN 2020

Focus Group	Date Held
Outcomes Discussion with CWS and Probation Leadership	Apr-19
Focus Group with Quality Parenting Initiative (QPI) Committee - Resource Parents and CWS Staff	May-19
South County Community Stakeholder Forum	Aug-19
Central/Coastal County Community Stakeholder Forum	Aug-19
North County Community Stakeholder Forum	Aug-19
Focus Group with Juvenile Probation Officers - Placement	Aug-19
Focus Group with Relative Caregivers	Aug-19
Peer Review	Aug-19
Focus Group with FFA	Sep-19
Focus Group with CWS Social Workers	Sep-19
Focus Group with CWS Placement Unit	Aug-19
Focus Group with CWS and Probation Youth	Sep-19
Resource Parents/Relatives Town Hall Meeting	Jan-19

The information learned during the CSA has been utilized for this SIP's development. The outcome measures chosen for the 2020-2025 SIP, as described in the following pages of this report, were chosen according to CSA and SIP baseline data. Additionally, collaboration with the CDSS, and feedback and observations made with stakeholders including focus groups and meetings, and ongoing collaboration that helped determine the strengths and gaps present in San Luis Obispo County.

The County of San Luis Obispo met with our CDSS partners, as well as CWS and Juvenile Probation representatives, to discuss CSA findings, as well as to direct our focus for the 2020 SIP. Through guidance from CDSS, the stakeholders focused on measures that will have an effect on other measures. CWS and Juvenile Probation are committed to focusing on measures that will support improvements in CWS and Juvenile Probation's efforts to ensure child safety, well-being, and permanency.

PRIORITIZATION OF OUTCOME DATA MEASURES/SYSTEMIC FACTORS AND STRATEGY RATIONALE

OUTCOME MEASURE AND STRATEGY SELECTION

The CSA found strengths in Child Welfare Services and Juvenile Probation's collaboration with community partners, the amount of resources in the community, and staff commitment to the youth they serve. The following is intended to demonstrate the agency's rationale for selecting the outcome and systemic factors with strategies identified to address the agency's underperformance for the Safety and Permanency Outcomes.

Both CWS and Juvenile Probation have maintained successful collaborations with Mental Health, Drug & Alcohol, Public Health, San Luis Obispo County Office of Education (SLOCOE), Community Action Partnership of San Luis Obispo (CAPSLO), and First 5, plus additional local non-profits such as Transitions Mental Health Association (T-MHA), Creative Mediations and local foster family associations to provide primary and secondary prevention resources/supports. These collaborations afford CWS and Juvenile Probation opportunities to establish and join collaboratives to build upon the agency's efforts to improve the S1: Maltreatment in foster care and S2: Recurrence of Maltreatment Outcomes. For example, CWS is co-leading a Child Abuse Prevention Planning Team with the local child abuse prevention council to establish a network of agencies, non-profits, and peer parents to identify gaps in resources and supports for prevention and early intervention throughout the county. In addition, two groups are being developed to focus on supporting families caring for adolescents and older youth. The collaboratives are the Reaching Teens Collaborative and the Youth Teen Task Force. These efforts also support and provide resources to our resource families and relative caregivers to increase permanency and reduce placement disruptions.

Furthermore, as a result of the state's directives with AB 2083 and Family First Prevention Services Act, the county is strengthening networks to collectively build a solid prevention and early intervention infrastructure in the County of San Luis Obispo. The AB 2083 Workgroup and the Child Abuse Prevention Planning Team will be collaborating with the CA Office of Child Abuse Prevention to identify trauma informed and culturally sensitive supports and resources to prevent child maltreatment in all regions of the county.

CWS has also increased Safety Organized Practice (SOP) training to fully integrate the practice and tools to develop case plans to ensure families are engaged and empowered to achieve family stability

and reunification. Additionally, Child and Family Team (CFT) Meetings are being introduced prior to the Jurisdiction/Disposition Hearing to ensure the parents are engaged in the development of their case plans and have a clear understanding of the case plan and supports to achieve family stability and reunification. DSS has initiated strategic planning workgroups that have been established to improve staff morale and retention. Most recently, a completed staff work was written by CWS staff outlining the need for the agency to provide cellular telephones. If approved, this will address a need that was identified by staff and community stakeholders during the County Self-Assessment.

The QPI Workgroup has expanded to include Mental Health, Juvenile Probation, Drug & Alcohol, SLOCOE, T-MHA, Center for Family Strengthening, CAPSLO, and Seneca Family of Agencies. These additional agencies were added to the group to support CWS and Juvenile Probation's efforts to improve services and supports for families caring for adolescents and older youth. The county has multiple arrays of services and supports for families caring for children ages 0-5. Most recently, the county introduced the Help Me Grow (slohelpmegrow.org) system. Help Me Grow is a countywide system that supports children aged birth through 5 years old and their families by providing free developmental screenings and linkage to services that promote optimal growth. More than 60% of the referrals to CWS include children over the age of 5 years old. For this reason, CWS and Juvenile Probation will work collectively with members of the QPI Workgroup, Reaching Teens Collaborative, Child Abuse Prevention Planning Team (CAPPT), and the Youth Task Force to ensure resources/support are available for families caring for adolescents and older youth to maintain family stability, reunification, and familial connections for youth in care. The Youth Task Force is developing a survey to poll teens via a survey to find out how they obtain information regarding supports and resources, working on developing a resource guide specific for families caring for teens, and is planning to offer Youth Cafe/Cafesitos to develop peer-to-peer network opportunities for teens in the community.

CWS and Juvenile Probation share resources/programs whenever possible to support each other's outcomes. For example, Probation refers families to the Family Preservation Programs CWS established with CAPLSO for early intervention supports to reduce child maltreatment. On the other hand, CWS is able to refer families experiencing relational difficulties to the Restorative Dialogue Program established by Juvenile Probation and Creative Mediation. This program is intended to reduce recidivism and restore relationships. Additionally, San Luis Obispo County is exploring a dual jurisdiction protocol, which will help support teens who exhibit some criminal behavior by serving them in the appropriate system and being able to maximize resources and supports and seamlessly transfer the youth from one system to another as needed. The pilot of this program has already shown great success at securing a lower level of placement for a youth with criminal history. The placement expressed that without the full support and commitment of both agencies, they would not have accepted this youth.

After compiling the results from the Community Stakeholders via focus groups, town hall meetings, and the peer review event the CFSR Steering Committee identified Outcome P5 Placement Stability for CWS and Juvenile Probation identified P2 Permanency in 12 months (in care 12-23 months) as well

as the following Systemic Factors for CWS: Staff, Caregiver, and Service Provider Training and Foster and Adoptive Parent Licensing, Recruitment and Retention, as the focus areas for the 2020 SIP.

CWS will be working on the following strategies:

- Improving Family Maintenance/Family Reunification worker retention will increase primary SW assignment stability and contribute toward placement stability.
- Early and ongoing assessment, including continued implementation of specialized training, as a key strategy for supporting children in the foster system.
- Improve youth placement stability with a focus on ages 11-17 by strengthening engagement, collaboration, and support.
- Increase the number of resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

In general, Juvenile Probation foster youth have more intensive needs than non-probation foster youth, often need more time in specialized residential treatment programs, and are generally more challenging to place. This often includes youth who have been ordered to participate in treatment for sexual offending behaviors and youth who had also been prior 300 Dependents at the time they were declared a ward of the court, thus Juvenile Probation must continue foster care efforts based upon when the youth was removed by CWS.

Findings from the CSA Community Stakeholder Forums, Focus Groups, and Peer Review Events indicated an area of opportunity for Juvenile Probation to improve efforts in assisting youth who had been in foster care for 12 to 23 months attain permanency within 12 months. Although Juvenile Probation was underperforming in this and other outcome measures, as indicated in the Q3 2019 data, P2: Permanency in 12 months (in care 12-23 months) was selected for this SIP, as improvements made with performance in P2 will also positively impact Juvenile Probation's performance in P1: Permanency in 12 months (entering foster care) and P3: Permanency in 12 months (in care 24+ months). Additionally, Juvenile Probation's small sample size has a significant statistical impact in performance measurements, but often does not correlate with a trend of low performance.

Some strategies which work at having youth attain permanency include utilization of the Coastal Valley Academy (CVA) in-custody treatment program in lieu of sending youth to a STRTP, Wraparound Services, and utilization of Resource Family Homes. Other strategies aimed at addressing the challenge of youth attaining permanency include continued collaboration and coordination between Juvenile Probation and CWS, continued participation in Management Coordination Meetings with CWS, incentivizing parent participation in family counseling, and increasing services for youth transitioning from the in-custody portion of CVA into the aftercare phase of the program.

To further improve performance in this outcome measure, Juvenile Probation plans to develop a specialized foster home for high needs probation youth, or youth transitioning out of the CVA, and improve family connections by enhancing Family Finding and Child and Family Teaming. Over the next year, Juvenile Probation will create a work group tasked with developing a plan to establish a

specialized probation foster home (capacity, treatment components, funding resources, etc...). This will include researching and visiting existing specialized probation foster homes (such as in Napa County), creating a program description, releasing a Request for Proposal (RFP), selecting a provider from the RFP process, and planning for the specialized probation foster home's start date. Additionally, Juvenile Probation will provide specialized Family Finding training to the Probation Placement Unit Senior Deputy Probation Officer and initiate Family Finding Efforts (FFE) at intake/investigations for all probation cases. Lastly, Juvenile Probation will have two (2) Deputy Probation Officers trained to facilitate Child and Family Team (CFT) meetings, thereby allowing Juvenile Probation to facilitate CFTs for all youth under court ordered supervision.

Juvenile Probation will be focusing on the following strategies:

- Development of a Specialized Foster Home
- Enhancing Family Connections

OVERARCHING THEMES DISCOVERED DURING THE ASSESSMENT

- Children between the ages of 0-5 are at greatest risk for maltreatment. Risk factors include parental mental health, drug use, and domestic violence in addition to limited prevention services (e.g., parent support and other needs associated with poverty).
- Over the past five years, with the exception of one substantiated incident in 2016, Juvenile Probation has remained consistent at 0% for substantiated maltreatment of youth in foster care.
- An increase in attention and efforts are needed to acknowledge and address socioeconomic disparities that Latino and African American children face in our communities and system of care.
- Current CWS cases represent children and families with complex and challenging needs. The number of children/youth in care has decreased for the County of San Luis Obispo for both CWS and Juvenile Probation over the past five years. Those that remain in care face multigenerational trauma and involvement with CWS and the criminal justice system, untreated mental health and substance use issues, as well as conditions associated with poverty (e.g., reduced family income, family instability, unemployment, lack of transportation, and housing instability).
- The adolescent and older youth age groups were identified to have the greatest need for attention and interventions. For this reason, the SIP will be focusing on improving engagement, prevention/early intervention, and permanency for these age groups as county-wide social services systemic improvements are made.

COUNTY STRENGTHS

Practice Reforms

- Practice reforms, such as Safety Organized Practice (SOP), Child and Family Teaming (CFT), Child Needs and Strengths Assessment (CANS), Structured Decision Making (SDM), Resource Family Approval (RFA), Congregate Care Reform (CCR), Active Support Intervention Services for Transition (ASIST), and Trauma Informed Practice (TIP) have led to effective screening, assessment, and service delivery planning. The Coastal Valley Academy (CVA) has been another opportunity for Juvenile Probation to strengthen their practice as well as collaboration with other partners/agencies.

Use of Evidence-based/Promising Practices

- Since the 2015 SIP, CWS and Juvenile Probation have increased use of family-centered/engagement models and practices. Participants in the Community Forums and Focused Groups noted the use of SAFE meetings, CFTs, Wraparound, SOP, and TIP as contributing to successful family outcomes. In addition, Bringing Families Home (CWS Housing program), In-Home Parent Education (CWS & Juvenile Probation program), CWS Parent Partners, and the CVA (Probation program) were noted.

Service Array

- Overall, there is agreement of the wide array of services available to families. The service array in the County of SLO is robust and available with some exceptions, particularly in the remote regions of SLO County. The County of SLO utilizes a Multiagency Release of Information (Form 815) to communicate and collectively serve families.

Agency Collaboration

- A systemic factor that was addressed in the 2015-2020 SIP Reports is the strengthening and expanding of prevention/early intervention collaborations. During the CSA Community Forums, participants noted improved communication, collaboration in cross-training, case development and consultation with providers and caregivers, development of agreements (e.g., Mexican Consulate MOU), and participation in meetings, trainings, and events.

AREAS NEEDING IMPROVEMENT

Father/Paternal Engagement

- Although the County of SLO has an existing Father Involvement Program, Positive Opportunities for Parenting Success (POPS), stakeholders continue to identify challenges engaging fathers and paternal family members. Ongoing social worker training and accountability are needed to engage paternal family members throughout the life of the case.

Service Array Coordination

- When gaps in service were noted, it was often due to staff turnover, lack of resources or knowledge of existing resources, coordination, and timing of services.

Staff Training/Support

- Current caseloads for CWS and Juvenile Probation staff are comprised of families and youth facing multiple and complex challenges. In addition, both departments have strengthened their internal practice by training staff on the use of Safety Organized Practice, Trauma Informed Care, and Child and Family Teaming. Due to complex cases and additional time needed to administer tools, these conditions require staff to spend more time with each case. Thus, participants recommended a reduction in caseloads for CWS and Juvenile Probation as well as ongoing training and supervision to ensure staff have the support they need to implement these evidenced-based strategies with fidelity.
- Participants also noted the gaps in communication with social workers and Deputy Probation Officers (DPOs). It was highly recommended that social workers and DPOs be issued County assigned cellular telephones to improve accessibility and responsiveness.
- DPOs could benefit from being trained in foster care rules and regulations before supervising a placement caseload.
- Participants recommend newly hired social workers and DPOs observe the process in achieving a successful reunification case as part of induction training.

Visitation Services

- Participants noted the high quality of visitation services and saw these as valuable in improving placement and reunification. Suggested improvements in visitation services included longer or expanded visits and an increased use of parent support/coaching services to build parents capacity and effectiveness to protect the child.
- Participants also noted the need to use more technology to support visitation, such as Zoom and FaceTime.

Aftercare Planning and Services

- Consistently, there was a desire for CWS and Juvenile Probation staff to work with families and providers to develop long-term safety planning with robust aftercare plans and services.
- Increase the use of trial home visits including extended trial home visits.

SERVICE ARRAY GAPS AND NEEDS

Findings from the CSA Community Forums, Focus Groups, and Peer Review consistently noted the wider array of services available to families. Generally, gaps did not occur due to services being unavailable, but rather due to challenges with accessing existing services. These challenges often related to readiness to engage in services by families and youth, transportation (cost and accessibility due to traveling long distances using public transportation), and coordination and communication between social workers, DPOs, contracted service providers, and service recipients (family/youth).

Below are some gaps in services that were identified:

Gap in Alcohol and Drug Treatment Programs for Adolescent and Older Youth

- Although a wide array of alcohol and drug treatment programs exist across SLO County, additional substance abuse treatment services for youth are needed. For example, there is a need for residential substance abuse treatment centers for youth.
- Additionally, there is a need for substance abuse treatment centers who will allow parents to have their children with them when they are making progress towards recovery. Offering youth specific support groups is also an area of opportunity for improving services.

Gaps in Peer Support Services

- Social workers and DPOs would like to offer families a greater array of peer-led/peer support services, akin to the existing Family Stabilization and Parent Partners Programs. Other peer support models, such as Resource Family Approval (RFA) Mentors and Youth Mentors, would be beneficial in assisting families navigating support services (parenting, childcare, housing, transportation, employment and training, mental health, etc.).

Gaps in Resource Family Homes

- There continues to be a need in SLO County to develop and maintain Resource Family homes. Specifically, the need continues for resource families who are willing and able to care for older youth (ages 11-17), particularly those with history of significant trauma or runaway behavior; involvement in Commercial Sexual Exploitation of Children (CSEC), self-medication, experimentation with substances; sexual offending behavior; and/or probation involvement.

Gaps in Bilingual/Culturally Responsive Services

- Diverse and existing bilingual and culturally responsive services are not equally available and accessible in all geographical areas of the County.

Gaps in Family Finding and Engagement (FFE) Services

- Participants noted the County of SLO's effort to involve families in placement decision services, such as CFT Meetings. However, it was noted that more could be done to connect youth with potential relative and non-relative caregivers over the life of the case, not just during initial removal. DPOs have begun exploring FFE during the initial intake process in the event the youth is ordered into foster care. Additionally, DPOs assigned to the placement unit have begun reviewing FFE results on a regular basis and staying in contact with potential placement options.

OVERVIEW OF CWS AND JUVENILE PROBATION OUTCOME PERFORMANCE FOR Q3 2019

The following table organizes outcome measures based on the county's performance compared to the national or state standard, using the Q3 2019 UC Berkeley California Child Welfare Indicators Project Child Welfare Services Dynamic Report System. The arrows in the columns signify an upward or downward trend of the agency's performance for each outcome measure.

TABLE 5 COUNTY OF SAN LUIS OBISPO FEDERAL AND STATE MEASURES: Q3 2019

Overview of CWS and Juvenile Probation Outcome Data for County of San Luis Obispo (SLO) Q3 2019					
	Federal	SLO CWS	SLO CWS - Direction	SLO Probation	SLO Probation - Direction
S1: Maltreatment in Foster Care	<8.5%	9.56%	↓	45.72%	↓
S2: Recurrence of Maltreatment	<9.1%	10.5%	↓	N/A	N/A
P1: Permanency in 12 Months Children Entering Out-of-Home Care	40.5%>	33.0%	↑	25.00%	↑
P2: Permanency in 12 months for children in care 12-23 months	43.6%>	58.5%	Meeting Goal	0.00%	↑
P3: Permanency in 12 months for children in care 24+ months	30.3%>	25.7%	↑	0.00%	↑
P4: Re-entry to foster care within 12 months	<8.3%	7.4%	Meeting Goal	0.00%	Meeting Goal
P5: Placement Stability	<4.12	5.34	↓	0.00	Meeting Goal
2B Timely Response - Immediate	90%>	95.5%	Meeting Goal	N/A	N/A
2B Timely Response - 10 Day	90%>	93.5%	Meeting Goal	N/A	N/A
2D Timely Response - Completed (Immediate)	N/A	91.1%	N/A	N/A	N/A

2D Timely Response - Completed (10 Day)	N/A	82.9%	N/A	N/A	N/A
2F Monthly Visits (Out of Home)	95%>	97.6%	Meeting Goal	100%	Meeting Goal
2F Monthly Visits in Residence (Out of Home)	50%>	80%	Meeting Goal	97.90%	Meeting Goal
2S Monthly Visits (In Home)	N/A	89.4%	N/A	N/A	N/A
2S Monthly Visits in Residence (In Home)	N/A	71.6%	N/A	N/A	N/A
4A Siblings (All)	N/A	46.4%	N/A	N/A	N/A
4A Siblings (Some or all)	N/A	65.9%	N/A	N/A	N/A
4B Least Restrictive Placement (Entries First Placement)	N/A	33.5% Relative Placement	N/A	0% Relative Placement	N/A
	N/A	56.4% Resource Family Home	N/A	100% Resource Family Home	N/A
	N/A	8.9% FFA	N/A	0% FFA	N/A
	N/A	0% Group Home	N/A	0% Group Home	N/A
	N/A	1.1% Other	N/A	0% Other	N/A
4B Least Restrictive Placement (Entries Predominant)	N/A	43.9% Relative Placement	N/A	0% Relative Placement	N/A

Continued 4B Least Restrictive Placement (Entries Predominant)	N/A	37.2% Resource Family Home	N/A	50% Resource Family Home	N/A
	N/A	8.2% FFA	N/A	0% FFA	N/A
	N/A	5.6% Group Home	N/A	25% Group Home	N/A
	N/A	5.1% Other	N/A	25% Other	N/A
4C Congregate Care Placements: One Year or More	N/A	29.4%	N/A	N/A	N/A
4E ICWA (1) ICWA Eligible Placement Status	N/A	N/A	N/A	N/A	N/A
4E (2) Multi-Ethnic Placement Status	N/A	N/A	N/A	N/A	N/A
5B(1) Rate of Timely Health Exams	N/A	74.4%	N/A	N/A	N/A
5B(2) Rate of Timely Dental Exams	N/A	63.20%	N/A	N/A	N/A
5F Psychotropic Medications	N/A	17.4%	N/A	N/A	N/A
6B Individualized Education Plan	N/A	8.0%	N/A	N/A	N/A
8A-1 Completed High School or Equivalency	N/A	80%	N/A	100%	N/A
8A-2 Obtained Employment	N/A	80%	N/A	50%	N/A
8A-3 Have Housing Arrangements	N/A	100%	N/A	100%	N/A

8A-4 Permanency Connection with an Adult	N/A	80%	N/A	50%	N/A
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Child Welfare Services has seen a slight increase in the youth in-care population over the past five years, from 287 children in January 01, 2015, to 305 children in January 01, 2020. The per capita rate of initial entries to foster care decreased slightly (rate of entry per thousand children), while the number of youth entering care was slightly higher during this CSA than the last (averaging 157 children per year from 2015-2020). This suggests that the steady increase in youth in care reflect, primarily, a lack of exits, rather than a slight increase in total entries. Child Abuse and Neglect allegations for the same period have decreased from 4,068 to 3,471 children.

Throughout the extensive self-evaluation process engaged in during the CSA's community engagement forums and peer review event, the county reviewed the outcome measures and feedback from internal and external stakeholders to develop an understanding of strengths and barriers in our Child Welfare and Juvenile Probation systems. The CSA included information from the UC Berkeley California Child Welfare Indicators Project (CCWIP), review of local demographic information, analysis of current youth populations being served, and peer review feedback on current Family Maintenance/Family Reunification cases. The CSA serves as the basis for developing the county's focus for the current System Improvement Plan and accompanying strategies to achieve outcome goals.

Child Welfare: Areas Selected for Focus in the 2020-2025 SIP

- Child Welfare continues to experience ongoing challenges in ensuring foster care placement stability for children and youth. The agency selected outcome measure P5- Placement Stability to specially address the gaps in services and resources for youth aged 11-17. Based on the information gleaned from the CSA, the agency has also selected the following two systemic factors: Staff, Caregiver and Provider Training and Foster and Adoptive Parent Licensing, Recruitment, and Retention.

Child Welfare selection of P5: Placement Stability and the two systemic factors is intended to also have a positive impact on the safety and well-being outcomes. To improve in these areas the agency plans to build upon the existing trainings to retain staff, specifically Family Maintenance/Family Reunification Social Workers, and resource parents. Relaunch Quality Initiative Parenting (QPI) to address the gaps in serving children in care ages 11-17. The QPI Workgroup plans to increase community outreach and supports for families caring for adolescents and older youth.

Child Welfare will be focusing on the following strategies:

- Improving Family Maintenance/Family Reunification worker retention will increase primary SW assignment stability and contribute toward placement stability.
- Early and ongoing assessment, including continued implementation of specialized training, as a key strategy for supporting children in the foster system.

- Improve youth placement stability with a focus ages 11-17 by strengthening engagement, collaboration, and support.
- Increase the number of resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

Although Juvenile Probation was underperforming in S1: Maltreatment in Foster Care, as indicated in the Q3 2019 data, it does not appear to be a trend. Juvenile Probation had one (1) known incident of maltreatment, which had a significant statistical impact given the small sample size, but the rate of substantiated or reported incidents of maltreatment of Probation foster youth has consistently remained at zero (0%), as indicated in the 2020 CSA Report.

Juvenile Probation selected outcome measure P2: Permanency in 12 months (in care 12-23 months) for this SIP, as improvements made with performance in P2 will also positively impact Probation's performance in P1: Permanency in 12 months (entering foster care) and P3: Permanency in 12 months (in care 24+ months).

To improve in this area, Juvenile Probation will create a work group to establish a plan to develop a specialized foster home for high needs probation foster youth, or youth transitioning out of the Coastal Valley Academy. At a minimum, the work group will include the Juvenile Probation Placement Unit Supervisor, the CWS Placement Unit Supervisor, and staff from Family Care Network, Inc., a local Foster Family Agency (FFA). The plan will address the specialized foster home's capacity, treatment components, and funding resources. Additional steps that will be taken to improve performance in this outcome measure include, researching and visiting existing specialized probation foster homes, completing a specialized foster home program description, releasing a Request for Proposal (RFP) for a specialized foster home, selecting a provider from the RFP process, and initiating planning for the specialized foster home's start date.

To further improve performance in this outcome measure, Juvenile Probation plans to improve family connections by enhancing Family Finding and Child and Family Teaming. One approach to achieve this goal will be to provide the Juvenile Placement Unit Senior Probation Officer with specialized Family Finding training as well as training to facilitate Child and Family Team (CFT) meetings. Another approach will be to initiate Family Finding Efforts (FFE) at intake/investigations for all cases and implement CFTs for all youth under court ordered supervision who are not already participating in CFTs through participation in the CVA, foster care, or specialty mental health services.

Juvenile Probation will be focusing on the following strategies:

- Development of a Specialized Foster Home
- Enhancing Family Connections

SYSTEM IMPROVEMENT PLAN FOCUS AREAS

Although SLO County, as a whole, has many programs and resources, which serve children and families, there are several gaps in services that CWS and Probation plan to focus on for the next five years. In general, community stakeholders stated gaps did not occur due to services being unavailable, but rather due to lack of awareness of services and challenges with accessing existing services. These challenges often related to readiness to access services by families and youth, transportation (cost and accessibility due to traveling long distances using public transportation), and coordination and communication between social workers, contracted service providers, and service recipients (family/youth).

Gaps in services that have been identified as focus areas for the next SIP:

Alcohol and Drug Treatment Programs

- Although a wide array of alcohol and drug treatment programs exist across SLO County, substance abuse treatment services for youth are needed. For example, Residential Substance Abuse Treatment Centers for youth are needed as well as residential treatment centers that allow children to stay with their parents/guardians when they are making progress towards recovery.

Peer Support Services

- Greater access to an array of peer-led/peer support services is needed akin to the existing Family Stabilization and CWS Parent Partners Programs. Other peer support models, such as Resource Family Mentors and Youth Mentors, would be beneficial in assisting families navigating support services (parenting, childcare, housing, transportation)

Bilingual and Culturally Responsive Services

- Accessible bilingual and culturally responsive services are needed across the county.
- While SLO County has a lower percentage of Spanish-speakers and people who identify as Hispanic/Latino compared to the state of California, this does not decrease the need to improve access to Spanish-language and culturally sensitive services in the county. Very few CWS social workers are bilingual in English/Spanish, which creates a communication barrier for monolingual Spanish-speaking clients. While the County of SLO CWS offers translation services, Spanish-language parenting programs, and bilingual vendors, the overall amount of services and vendors is limited compared to the amount of monolingual Spanish-speaking clients involved with Child Welfare.

Resource Homes

- The County of SLO was the first county in California to implement the RFA Program. As such, the county experienced major fluctuations with the classifications of Relative/NREFM placement type since the last SIP cycle. One of the key fluctuations was due to the reclassification of placement types to include RFA homes in CWS/CMS, which occurred in 2016. The County continues its practice of placing primarily with relatives or NREFMs whenever possible. The shortage of NREFM/relative placements has resulted in a higher number of

youth placed in Resource Homes when entering foster care. According to the California Child Welfare Indicators Project data for 2019, 57.7% of youth, (79 out of 137) were placed in Resource Homes, and 34% of youth, (47 out of 137) were placed with Relative/NREFMs. There were 11 children/youth placed in all remaining placement types. The importance of placing with Relatives/NREFMs remains a top priority for the Department, as research shows these placements to be most stable and offer the greatest opportunity for both reunification and permanency.

Adolescents and Older Youth Supports

- The age groups with the highest representation of youth in care include 6-10-year-olds and 11–15-year-olds. Although the County continues to expand recruitment efforts, the lack of Resource Families, especially for adolescents and teens, has made it a challenge to place these youth with a local Resource Family.
- As of September 2019, 6 of the County's youth in out-of-home care had been placed in Group Home or shelter care for more than 365 days. The primary challenge for these youth returning to SLO County are limited to no local familial connections, high-level treatment needs, and lack of Resource Families available. DSS continues to monitor these youth via regular staff meetings, reports, and ongoing transition plans.
- Targeted recruitment and the expansion of the Intensive Services Foster Care (ISFC) program are being utilized to address the heightened needs of children with severe behavioral health needs, older children and adolescents, and children who have sexualized behaviors in home-based settings.
- With CDSS support, the agency implemented the Active Supportive Intervention Services for Transition (ASIST) pilot program to support youth in need of permanency. In addition to identifying permanent connections for all youth participants, the ASIST team works to develop transition plans for all youth in congregate care to family-based settings. All children and youth served through the ASIST program receive wraparound or similar level supportive transition services. Utilizing this wraparound approach (i.e., services are “wrapped around” the child/youth in a home/placement), the ASIST program provides resources to expand FFE (including file mining and youth and family interviews, in addition to electronic searches); specialized permanency services (including visitation and “normalizing” activities); youth and caregiver therapeutic support and coaching, specific to a child’s identified needs; trauma-informed training and education for caregivers in advance, during and post-placement to support a smooth transition.

Social Worker Retention

- According to the Northern County Training Academy (NCTA) literature review, research points to the importance of social worker stability in reducing placement disruption; “the fewer workers that a child has is related to an increased probability that the child will be reunified with their parents.” Behavioral issues are often faulted for placement instability as these are often the most visible; however, less visible issues such as high caseloads and high rates of

social worker turnover do not often receive the attention they deserve. In conjunction with other factors we know to improve placement stability, such as placement with relative caregivers and timeliness to permanency or reunification, the improvement rates of social worker stability will support P5 Placement Stability.

- The Department's outcome performance has been adversely impacted by high social worker turnover, particularly in the ER and Family Maintenance/Family Reunification units. As an example, when an ER social worker leaves their position, any open referrals must be assessed for what has already been completed and then reassigned to a new ER social worker for follow up and promotion or closure. This has created a decrease in Immediate and 10-Day Response Timely performance. As a second example, when a Family Maintenance/ Family Reunification social worker leaves their position, the family's case must be transferred to a new Family Maintenance/Family Reunification social worker. The new SW must then evaluate the circumstances of the case; establish and build rapport among family members, service providers and caregivers; assess visitation and case plan progress; and revisit the reunification or maintenance plan. This can be time consuming and discouraging for team members (particularly children, parents, and caregivers if they had a positive relationship with the previous social worker); a deep level of trust must be established, particularly given the high emotions involved with Dependency Court and the general historical mistrust of the Child Welfare system.
- The Department continues to develop trainings for newly hired and ongoing social workers with the commitment to professional development and career growth of all staff. Additionally, DSS is improving Field-Based Trainings. In combination, these strategies are expected to support improved social worker retention.

Collaborations

- Although SLO County has a wealth of resources and services, it was consistently stated by our CA-CFSR stakeholders that there is a need for increased collaboration between CWS, Probation and Community Partners to efficiently provide services for youth.

Additionally, the following themes and trends were identified as unmet service gaps:

- A need for increased services to address homelessness
- A need for increased aftercare and youth services
- A need for increased services for substance abuse and behavioral health
- A need for greater support and training for placement resources

These themes and trends are discussed in relation to measures that are not being met. Additionally, strategy and action steps to be used to improve and meet outcomes in the six identified focus areas are provided.

Both CWS and Juvenile Probation will be utilizing the strategies listed above to focus on improving Placement Stability, Permanency, and systemic factors relating to training and recruitment. The focus on these outcomes and systemic factors will alleviate the other measures, which the agencies are underperforming in, such as occurrence of Child Maltreatment (S1, S2) and Permanency (P1, P3). By continuing to support the infrastructure put in place with such programs such as Safety Organized Practice (SOP), early and continual use of CFT Meetings, Family Preservation Program, and Restorative Dialogue Program CWS and Juvenile Probation expects to see improvements in the current underperforming outcomes. CWS and Juvenile Probation are working closely with Mental Health, , Drug & Alcohol, SLO County of Education, Transitions-Mental Health Association, Center for Family Strengthening, Community Action Partnership of SLO, and Seneca Family of Agencies to ensure that any gaps in services for either organization can be fulfilled by the support from the community.

In summary, SLO County has identified the following outcomes and systemic factors to be addressed in the next Five-Year SIP by CWS, Juvenile Probation, and the local OCAP providers:

- Systemic Factor: Staff, Caregiver, and Service Provider Training
 - Improve Family Maintenance/Family Reunification Social Worker retention - Strategy 1.
- P5 Placement Stability
 - Improve youth’s placement stability through early and ongoing assessments and specialized training - Strategy 2.
 - Improve youth stability through resource family retention and increased supports for families caring for children in care aged ten through eighteen years of age - Strategy 3.
- Systemic Factor: Foster and Adoptive Parenting Licensing and Recruitment and Retention
 - Increase the number of resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies - Strategy 4.
- Probation: P2 Permanency in Twelve Months (in care 12-23 Months)
 - Strategy 1: Develop a Specialized Foster Home
 - Strategy 2: Improve Family Connections

CIHLD WELFARE:

P5 PLACEMENT STABILITY

Child Welfare continues to be especially challenged in establishing foster care placement stability for children in care, especially adolescents and older youth. Permanency Outcome measure P-5, Placement Stability, measures the rate of placement change for all children who enter foster care in a 12-month period. The national standard is 4.12 moves. Child Welfare Services’ baseline performance (Quarter 3, 2019) was 5.34 moves, which is more than the national standard. This was reflected mostly in moves for children in age groups 11 – 15 at a rate of 9.76 per 1000 days, and 16-17 at a rate of 5.38 per 1000 days. Being trauma informed, the county strives to first place all children with relatives. The

process to approve resource family homes has become much more streamlined and efficient over time. The benefits to Relatives and NREFMs being included in the RFA process has been the most evident as they are able to access services and support similar to non-related resource family homes.

The RFA program continues to be a work in progress, as barriers remain. For example, the short timeline established for the RFA process creates a barrier with initial training for the Resource Parents.

SYSTEMIC FACTOR: STAFF, CAREGIVER, AND SERVICE PROVIDER TRAINING

Ensuring consistent staff training and supports will have an impact on all Federal Measures including P5, Placement Stability. A consistent theme identified throughout the CSA was the need for more initial and specialized training to better prepare staff, caregivers, and youth serving professionals for the roles and responsibilities of caring for youth in foster care, particularly adolescents and older youth. Another gap identified with placement stability was staff turnover. The lack of consistency amongst staff and constant social worker reassignments were identified as a contributing factor for placement disruptions. SLO County plans to improve Family Maintenance/Family Reunification social worker retention, thus providing youth with continuity of support. Specialized training will also prepare resource families for the dynamics of dealing with age-appropriate attachment behaviors, trauma, and typical adolescent behaviors. The QPI Workgroup has identified the need to focus on recruitment and retention efforts of caregivers for youth between the ages 11 – 17 years old.

SYSTEMIC FACTOR: FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

Recruitment efforts will also expand to include child and cultural-specific recruitments and increasing placements with relatives and NREFMs. The agency strives to find loving and nurturing families with whom youth will have the care and services to heal and thrive, which will enable them to grow in healthy adults. During the CSA, one of the key messages from youth was the need for youth-serving professionals to focus on familial and lifelong connections. The agency will work to address this identified need with the expansion of Specialized and Child Specific Recruitment efforts and the ASIST program.

AREAS NOT IDENTIFIED FOR IMPROVEMENT THAT WERE NOT SELECTED FOR THIS SIP

The remaining areas not selected for outcomes of focus during this SIP but are areas where continued improvement is warranted based on performance on outcome measures. CWS expects that improvement in the areas of focus with the implementation of the identified strategies (see SIP matrix) will also positively impact outcomes for youth and families in other outcome areas.

CWS FOCUS OUTCOME MEASURES STRATEGY ANALYSIS

Systemic Factor: Staff, Caregiver, and Service Provider Training Systemic Factor

Strategy # 1: Improve retention of workers within the Family Maintenance/Reunification units by providing consistent training and coaching identified by staff.

Justification Rationale: (CWS)

The focus for this strategy will be to increase Family Maintenance/Family Reunification social worker retention, as this was an area that was identified to need improvement during the CSA community forums and focus groups with Resource Families, youth in foster care, staff, and the larger community. The high turnover rate for social workers who are responsible for maintaining long-term relationships with Resource Families and youth in foster care disrupts the continuity of support and quality of service, which impacts placement stability and resource family retention.

Anecdotally, the high turnover rate for social workers is largely attributed to high caseloads and a stressful workload. Social workers are more likely to transfer to other programs or resign from Family Maintenance/Family Reunification than from any other unit. With this report as our baseline, we look to improve this information utilizing data from our department HR to demonstrate a reduction in resignations and transfer requests. Two focus areas have been identified to address this issue: 1. Social Worker Recruitment and 2. Social Worker Retention.

CWS Managers and Supervisors collaborate with the County's Human Resources department and collectively share the roles of screening, interviewing, and hiring the new social workers. For example, at one point, a screening assessment with general, non-related questions was utilized by downtown County HR for initial screenings. Unfortunately, this unrelated assessment screened out possible successful applicants, including previous interns. On another occasion, it was discovered that downtown County HR had screened out applicants who had "MSW" listed for their highest level of education; they were not familiar with the degree as an acronym for "Master of Social Work" and again screened out several of the most highly educated candidates. When this was brought to the agency's attention, agency staff became more involved in the process to prevent occurrences such as this. The hiring process remains lengthy due to the interview, offer, acceptance, medical and background screening requirements. This continues to limit the agency's ability to fill vacancies in a timely manner.

To support retention, an additional focus over the past few years has been to prioritize hiring of individuals with specific experience working with vulnerable families in the community, such as Employment Resource Specialists, Family Advocates, and Parent Educators. In many cases, applicants with this type of experience have collaborated with CWS to serve vulnerable families. Their knowledge of the agency's work is a great benefit, as their experience contributes to knowledge and familiarity with the work requirements; they are more likely to remain with the agency for longer periods.

Staff Development has been eliciting feedback from social worker trainees in an effort to improve the structure of the Social Worker Induction Training to successfully accommodate multiple Induction Training sessions per year. Additionally, Induction Training was increased from two weeks to six weeks to incorporate the addition of "The Life of a Case" module and field-based training to facilitate social worker preparedness and readiness.

The Executive Team continually reassesses allocations to ensure the workload is equitable among the different units. During a staff retention workgroup, inequitable workloads was a primary reason identified for the high turnover rate in the Family Maintenance/Family Reunification Units.

A recent area of development supporting Social Worker retention is that of telecommute opportunities. While previously identified as a goal to explore in the future, the need to promote the health and safety of staff brought telecommuting to the forefront of the Department's action plan. Initial staff feedback has been extremely positive. The Department's Information Technology team quickly implemented the distribution of additional laptops and virtual communication programs such as Microsoft Teams, which enable staff to maintain their efficiency while working remotely. In addition to prioritizing the well-being of staff, telecommuting has provided the added benefit of improving Social Worker satisfaction by promoting work/life balance. Social Workers have expressed their desire to continue participating in telecommute opportunities beyond the pandemic. Although one concern to telecommuting would be a possible decrease in worker productivity or worker/client communication, this has not shown to be the case; providing staff the tools and opportunity to telecommute has proven to be an overwhelming success.

To increase job satisfaction in an effort to improve Social Worker retention, Staff Development will continue to elicit feedback from social workers, supervisors and managers pertaining to training, professional development and career pathways. This will be done through individual conferences, unit meetings, existing workgroups, employee suggestions, direct outreach, and surveys.

The agency recently reinstated a Voluntary Family Maintenance (VFM) Program. The VFM program provides CWS the opportunity to engage with vulnerable families earlier in the process in an effort to offer prevention/early intervention services, with the intention to decrease the number of children coming into care, thereby increasing the number of families maintained intact. By utilizing specialized VFM social workers to support and facilitate families remaining together, children will not enter care. This will reduce overall caseload sizes of Family Maintenance/Family Reunification social workers, providing staff with additional time and available attention to serve the remaining families on their caseload. It is anticipated that social workers will experience greater job satisfaction if they feel they have the time needed to dedicate to the families they work with, while also balancing their own work/life balance.

Improving Social Worker retention provides the added benefit of preserving institutional knowledge.

The County of SLO's outcome performance percentage has been impacted by difficulties with social worker retention and the resulting chronic understaffing. This has created difficulties in meeting timelines as remaining staff are required to absorb uncovered cases and maintain case compliance. The County of SLO continues to develop trainings for newly hired as well as ongoing social workers including Field-Based Trainings to support improved social worker retention by increasing staff

confidence and professional development. Retention of social workers directly affects the retention of Resource Homes and placement stability for children in foster care.

In order to improve retention for social workers, the County of SLO has identified specialized training as a strategy for this SIP cycle. Increased stress due to COVID-19 has required the department to adapt trainings and strategies into a virtual format.

The following specialized trainings, programs, and resources have or will be provided to social workers:

- **Sexual Orientation, Gender Identity, Education (SOGIE) Training:** Bi-annual SOGIE Training will be provided to CWS staff and Resource Parents to develop greater awareness and understanding to best support youth and families within the LGBTQ+ community. This training has been incorporated into the Social Worker Induction Class and Resource Family Training programs and will be provided on a bi-annual basis.
- **CSEC Prevention and Tutoring Program:** DSS is collaborating with the San Luis Obispo County Office of Education (SLOCOE) and Grade Expectations to provide cyber safety, tutoring services, and technical support for children and families with an open dependency case as well as those participating in VFM services.
- **Engagement throughout SLO Child Welfare Services-Importance, Practice & Growth:** DSS, in partnership with National Institute for Permanent Family Connectedness (NIPFC), will provide social work staff with tools and strategies to increase family engagement throughout the life of a case. This training will highlight building on the successes of Safety Organized Practice (SOP), Child and Family Team Meetings (CFT's) and Trauma Informed Practice (TIP).
- **Concurrent Planning:** The department will provide social work staff with concurrent planning training within the Integrated Core Practice Model (ICPM) to support existing strategies and initiatives and leverage early identification and engagement of relative and non-related extended family for permanency, circles of support and ongoing connection for children and youth.
- **Engaging Fathers:** DSS recognizes the importance of engaging fathers in prevention and intervention services. This training will be provided to child welfare staff in collaboration with the Central California Training Academy (CCTA).
- **SDM Hotline Tool:** The SDM Hotline Tools have recently been updated by the state to include assessments for Commercially Sexual Exploited Children (CSEC), reports of abuse or neglect for children in out-of-home foster care, and child-maltreatment fatalities even when a child is not in the home. A mandatory training for updates on these tools to ensure that staff are properly screening for CSEC and other forms of abuse, will be provided by the California Coastal Training Academy (CCTA).

- **SOP Training Module Series:** This is a mandatory training for CWS staff. All social workers supervisors and social workers are required to take this series as well as attend one of the SOP Coaching Sessions. This training provides an SOP overview as well as in depth training for various SOP module topics to support continued integration and skill development in practice and quality supervision.
- **SOP Coaching Sessions:** SOP coaches and mentors facilitate monthly coaching sessions. Social workers can attend on a monthly basis to receive support and map cases through the lens of SOP. Each social worker is required to bring one case to a SOP Coaching Session after they complete the SOP Training. This specialized training module also provides shared learning and opportunities for SOP mentors to practice and support other staff as well as the ability to practice the SOP skills they have learned.
- **SOP Training Team and Coaching for Coaches:** This internal workgroup meets monthly to assess training needs for the department and community. Staff are invited to participate to receive specialized training to become an SOP coach for the department. Each unit in the department selects a minimum of one staff to be the lead for SOP in their respective units. This supports ongoing mentorship, specialized training, and program implementation.
- **SOP 101/ICPM Community Training:** DSS provides a specialized training for community partners to ensure shared understanding, common language, and collaboration in serving children and families through the ICPM/SOP framework. This training is also a prerequisite for the CFT community training which cross agency staff complete following this training.
- **CFT Facilitation within the SOP framework and CANS integration for Case Planning:** The department has designated a dedicated CFT facilitator for CFTs for case planning prior to the Dispositional Hearing. This CFT facilitator also provides facilitation support to social workers in instances of particularly complex or contentious meetings. The department has provided training for the updated policy and procedure for CFTs and facilitation to include the ICPM and SOP framework. Additionally, the department has developed a specialized training model in which supervisors and staff shadows the designated CFT facilitator in a case planning CFT. This training model supports utilization of current cases and observation of skill integration to increase understanding, skill, and practical application. The department will continue to assess ongoing specialized training needs in these areas to support continuous quality improvement.
- **CFT Community Training:** In conjunction with the SOP 101/ICPM Community Training, DSS provides a CFT Community Training that incorporates the SOP/ICPM framework into CFTs held across agencies. This continues to provide consistency and cohesive language and practice between agencies to support families. This training is currently under revision and translation to a virtual framework.
- **Permanency Planning:**
 - **Family Engagement throughout Child Welfare Services:** As stated above in Engagement throughout SLO Child Welfare Services.
 - **Data Informed Specialized Training:** The department has created a recurring report to identify youth who are currently not residing with a permanent placement. Data is extracted related to the length of time they have been in care,

number of moves they've experienced, age, type of placement, etc. A Permanency Planning Workgroup is being considered to evaluate this information and assess training and resource needs.

- **Evident Change:** The department is working to obtain additional management reports that will facilitate education and training for social workers, supervisors, and management about how youth in San Luis Obispo are faring with permanency – specifically which factors are impacting the permanency of youth in our County and suggestions for implementing change and specialized training to improve these outcomes.

Systemic Factor Affected: Staff, Caregiver, and Service Provider Training Systemic Factor

Action Steps:

- Identify opportunities for continual staff development through social worker, supervisor and manager suggestion, which will foster personal and professional growth, thereby increasing job satisfaction and preparing staff for promotion and advancement.
- Establish clear ongoing goals as identified by social workers, supervisors and managers, referencing regulations, statutes, and P&Ps; SDM and Safe Measures; UCB data; and CMS/BI reports for Family Maintenance/Family Reunification program; utilize established Leadership, Management and Supervisor meetings to assess and review social worker satisfaction and retention across programs by social worker self-report and feedback from supervisors and managers.
- Provide social worker, supervisor and manager requested Sexual Orientation Gender Identity Expression (SOGIE) training to social workers, supervisors and managers.
- Provide social worker, supervisor and manager requested Family Engagement and Concurrent Planning trainings to support improved outcomes of safety, permanence and well-being.
- Coordinate Engaging Father training to identify tools and strategies to support fathers involved with CWS and improve outcomes of safety, permanence, and well-being.
- Following completion of trainings, utilize employee satisfaction surveys of attendees to assess efficacy and determine need for additional training supports.
- Track training attendance by creating quarterly attendance reports and follow up with social workers and supervisors.

Educational/training needs to achieve this strategy:

- Coordination with agency Staff Development, community partners, regional training academy and private providers to develop ongoing trainings to equip staff with tools required to meet the specialized needs of families in the Child Welfare Services system. This will increase job satisfaction and lead to greater worker retention.

- Identification and development of in-service, Train the Trainer, and shadowing opportunities.
- Provide information to identified staff pertaining to structural organization, fiscal parameters, and statutory requirements in relation to training.
- Coordinate identified trauma informed trainings with subject matter experts in each area.
- Provide guidance, training, and support to youth partner

Roles of other partners in achieving this strategy:

The following partners will participate in the identification of staff development opportunities to improve personal and professional growth, increase job satisfaction, and prepare staff for promotion:

- Child Welfare - Social Workers, Supervisors, Managers, Staff Development
- Foster Family Agencies
- Provision of special topic training
- Central California Child Welfare Training Academy

Collaboration and participation from the following partners is critical to achieve this strategy:

- Resource Families
- Probation
- San Luis Obispo County Office of Education (SLOCOE)
- Grade Expectations
- Foster Family Agency (FFA)
- Court Appointed Special Advocates (CASA)
- Foster and Kinship Care Education Program (FKCE)
- Judicial partners
- GALA Pride and Diversity Center
- Youth Engagement Program (YEP)

Systemic needs to achieve strategy:

- The Department’s social worker recruitment and retention plan shall be reviewed and reinforced in an effort to increase job satisfaction and reduce staff turnover.

Evaluating and Monitoring:

- Existing Leadership Team meetings will add staff retention as a standing agenda item to review at minimum of quarterly, with documented recommendations and responses.
- Recommendations and outcomes will be shared with supervisors to disseminate to staff.
- Surveys for staff will be utilized at least annually to monitor progress, and staff will be encouraged to share their experiences openly. Any unmet recommendations will be woven back into the workgroup to be readdressed by identifying barriers and further deliverable action steps needed.
- Training evaluations will be reviewed by the training manager and ongoing training workgroup. Themes and identified needs will be shared with the CQI, Placement and Resource Family Approval managers to collaborate on continued quality improvement.
- Akido Pulse Survey: A short term survey conducted by a third party, with questions sent to Resource parents via text. The feedback from the survey will be used to provide specifically identified resources to caregivers.

Outcome Measure: P5 Placement Stability

Strategy # 2: Implement specialized training to support early and ongoing assessments of children.

Justification Rationale: (CWS)

The County of SLO has identified early and ongoing assessments, including continued implementation of Structured Decision Making (SDM), Safety Organized Practice (SOP) Child and Adolescent Needs and Strengths (CANS), and Child and Family Team (CFT) meetings as a key strategy for supporting placement stability for children in the foster system. Continuous quality improvement and continued implementation of current strategies for early and ongoing assessments will support increased staff knowledge of these tools and improved practice implementation. These comprehensive inclusive assessments will provide improved support and stability for birth/adoptive families, Resource Families, and children in care. These assessments will address the needs of the family, specialized needs for youth in care, and provide data and information that can be used inform case plans.

The County has developed several programs to support continuous improvement of the results for this measure. SOP 101 and CFT Trainings are provided on a recurrent basis for social workers as well as community partners. CFT trainings increase collaboration toward improved outcomes and integrate the principals and framework of Safety Organized Practice (SOP) into practice. Both agency and external partners continue to send new hires to these trainings. DSS continuously

engages community partners including but not limited to Probation, Behavioral Health, SLOCOE, FFA's, CASA, DAS, RISE, and Stand Strong to participate in these trainings in order to improve CFT collaboration.

In 2019, DSS piloted a new mandatory in-house SOP Training for social workers where a series of modules are paired with coaching sessions. The goal of the training is to encourage the use of SOP throughout the life of a case, maintain a common language when interacting with clients, and improve assessment and service delivery to children and families.

The use of CFT Meetings during investigations and throughout the life of a case is another strategy that supports success in this measure. Imminent risk of removal CFT meetings work toward rigorous assessment to determine if the child can be safely maintained in the home and previously established safety networks and circles of support. Placement CFT Meetings are convened regarding children involved or potentially involved in out-of-home placement. The meeting involves not only social workers and their supervisors in all placement decisions regarding children, but also birth families, support networks, community members, Resource Families, and service providers. Involving caregivers in the placement decision-making process provides CWS with better information and allows caregivers to express any concerns.

CFT case planning meetings prior to disposition bring the team together to support comprehensive assessment to ensure behaviorally specific case plans that are the most responsive to the needs of the children and family are developed. DSS has provided staff and community training on CFTs since 2016; however, it was determined that the community CFT training had reached a high saturation level and that the focus of the training needed to shift to training CFTs within the Integrated Core Practice Model (ICPM) framework. This new training will develop a greater understanding of practice components within the ICPM and will support ongoing skill development for staff and community partners across agencies. This strategy will focus on continuous quality improvement and revision updates to SOP modules as needed to support continued skill development and practice integration.

An existing CWS social worker position has been converted to a dedicated CFT facilitator position to facilitate front end CFTs through disposition, as well as provide facilitation support in cases of particularly complex or volatile CFTs. A CFT within the SOP framework Policy and Procedure (P&P) has been developed and is in the process of being introduced to staff as a clear path for best practice. A SOP policy and procedure has already been implemented and provided to staff to support continued work in SOP.

Outcome Measures Affected: Permanency P5

Action Steps:

- Continued implementation of SOP and CANS, including module trainings, coaching sessions and integration of fidelity tools to assess baseline measures for managers, supervisors, and

line and inform program development over time. Continued implementation of SOP including module trainings, coaching sessions and integration of fidelity tools to assess baseline measures for managers, supervisors, and line and inform program development over time.

- Support new dedicated staff CFT Facilitator position to support front end CFTs and particularly complex or volatile CFTs , including developing a CFT policy and procedure for staff to utilize.
- Reevaluation of engagement, pre-placement resources, and assessments utilized

Educational/training needs to achieve this strategy:

- Continued staff training and coaching on SOP
- Provision of CFT facilitation within an SOP framework training
- Community training on SOP and CFTs within the ICPM framework

Roles of other partners in achieving this strategy:

Key stakeholders continued collaboration and cross agency training on CFTs include:

- Behavioral Health
- Family Care Network
- Probation
- CASA
- SLOCOE

Evaluating and Monitoring:

- Pilot SOP fidelity tool developed by the SOP State Backbone Committee. This tool will assist in developing baseline knowledge and implementation of supervisors and managers to assess continued practice integration over time. The survey is intended to be completed electronically and translated into a dashboard for analysis and comparison over time.
- Training evaluations
- Community Stakeholder Workgroup monitoring and continuous quality improvement

Outcome Measure: P5 Placement Stability

Strategy # 3: Improve youth placement stability with a focus ages 11- 17 years old by strengthening engagement, collaboration, and support.

Justification Rationale: (CWS)

San Luis Obispo County has chosen to focus on the Quality Parenting Initiative (QPI) Workgroup to improve youth's placement stability through improved efforts in providing services and resources for Resource Parents and youth in care. As mentioned in the County Self-Assessment report, the shortage of Resource Family Homes has caused a gap in services and resources, especially for adolescents and older youth. Additionally, the CSA events highlighted the need for improvements in training and supports for Resource Families caring for older youth and enrichment activities for older youth in care would positively impact placement stability.

San Luis Obispo County baseline performance for Placement Stability on Q3 2019 was 5.34 rate of placement moves per 1,000 days, while the national goal is 4.12. Although multiple strategies such as specialized recruitments, multiple media campaigns, and engaging resource parents are in place the Department's performance in achieving placement stability for youth in foster care continues to be a challenge that requires the Department's attention in the 2020 System Improvement Plan.

According to Larkin, Ocampo, and Rudolph (2018), placement stability is paramount in ensuring successful outcomes for children in foster care. Research shows that strong and stable relationships between adolescents and their caregivers has a positive impact on foster adolescent identity development. One of the factors influencing placement stability is the lack of Resource Family Homes available in San Luis Obispo County. In addition to increasing the amount of recruitment efforts, the agency needs to ensure existing Resource Families are supported with adequate and consistent educational, emotional, and financial support. During the County Self-Assessment process, stakeholders identified the following supports needed for Resource Homes retention:

- Supports for caregivers (educational, emotional, and financial)
- Respite Care for Resource Families
- Training for Resource Parents who are caring for adolescents and older youth
- Trauma Informed Practice for Resource Parents
- Staff Retention
- Training to engage and support adolescent or older youth in care
- Need for staff to have county assigned cell telephones
- Improved communication and collaborations between social workers and resource parents

Outcome Measures Affected: Permanency P5**Research/Literature that Supports Strategy Selection:**

Larkin, S., Ocampo, A., & Rudolph, R. (2018). *Identity Development and Self-Esteem for Adolescents in Foster Care*.

Action Steps:

- Collaborate with California Department of Social Services (CDSS) to engage resource parents via a survey to prioritize supports and resources.
- Expand the Quality Parenting Initiative (QPI) workgroup to include additional community stakeholders. This includes mental health professionals, local educators, and family advocates to establish cross-training opportunities and strengthen collaboration.
- Establish a workgroup for youth serving professionals and caregivers of adolescents and older youth to improve relationships between caregivers and staff, youth engagement, access to supports/resources.
- Collaborate with the County of San Luis Obispo Youth Task Force to increase initiatives and supports for establishing permanent connections for youth in the community.
- Update County of San Luis Obispo QPI policy and practice to align with Integrated Core Practice to improve placement stability and permanency for youth in care.
- Establish ongoing engagements and evaluations such as town hall meetings, workgroups, and surveys.

Educational/training needs to achieve this strategy:

- Curriculum of ongoing trainings to equip both staff and resource parents to:
 - Understand adolescent behaviors,
 - De-escalation skills
 - Understanding needs and behaviors of youth ages 11 -17
 - Trauma informed practices
 - Youth empowerment
 - Social connections for youth
- Training for staff and caregivers regarding community resources, and how to collaborate with resource families.
- Educational materials for resource families via the PEN Newsletter, QPI Webinars, and other forms of trainings and media platforms.

Roles of other partners in achieving this strategy:

The following partners will participate in the focus groups and assist with the implementation of identified strategies to improve Placement Stability:

- CWS/Juvenile Probation Staff
- Birth/Resource Parents
- California Youth Connection Representatives

- Foster Family Associations (Family Care Network Inc., SENECA Family of Agencies, Aspiranet, and Pathways to Well-Being)
- Community Action Partnership of SLO (CAPSLO)
- Media Consultant
- Foster Parent Association
- Behavioral Health
- Quality Parent Initiative (QPI) Consultant
- California Department of Social Services (CDSS)
- Creative Mediations
- Transitions - Mental Health Associates

Systemic needs to achieve strategy:

- Coordination of trainings and resources for caregivers and youth serving professionals.
- Outreach and supports established for adolescents and older youth.
- Utilized existing collaborations to increase and improve serving the adolescent and older youth population in the SLO County.

Evaluating and Monitoring:

- Bi-Annual Town Hall Meetings will be held with Resource Parents and CWS Staff
- Akido Pulse Survey(s)
- Case Review SWs will be reporting Placement/Retention themes to the QPI Workgroup.
- Surveys for staff, resource parents, youth, and community stakeholders will be utilized to monitor progress

Outcome Measure: P5 Placement Stability

Strategy # 4: Increase the number of resource homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies – CWS

Justification Rationale: (CWS)

Q3 2019 shows the age groups with the highest number of placement moves are 11-17-year-olds. The need for Resource Families to provide short and long-term placement stability continues to be a primary focus for the county. Especially homes that provide a specialized level of services

(Intensive Services Foster Care, Options for Recovery, and Professional Parenting). These types of placements are for high needs youth and are alternative to Short-Term Residential Therapeutic Program (STRTP). Many recruitment events are held in the community to promote becoming a Resource Family. Generalized recruitment of Resource Family homes has been a challenge for DSS. DSS has taken a wide approach including sending an outreach team to multiple events each month and collaborating with schools and faith-based communities. To address this challenge, DSS is taking a more child-specific approach that includes identifying a child and creating a recruitment plan for that specific child. The focus of Child-Specific Recruitment is to identify and ultimately arrange for the best caregivers possible specific to an individual child's needs and circumstances by reducing the number of placement changes a child experiences, providing a strong concurrent plan for a child, and improving timeliness to permanency. In an ideal world, multiple placement options will be available and the child/youth will be engaged in an age appropriate manner to select the appropriate home for them.

In order to improve retention for social workers and Resource Families, the County of SLO has identified specialized training as a strategy for this SIP. Increased stress due to COVID-19 has required the department to adapt trainings and strategies into a virtual format.

The following specialized trainings, programs, and resources have or will be provided to social workers, Resource Parents, and birth/adoptive families:

- **Supporting Placement Stability from Chaos to Calm:** Jules Alvarado, an expert in trauma informed care, emotional regulatory healing, former child welfare supervisor, and foster parent of over 400 children, provided a virtual training for CWS staff and Resource Parents. This training focused on the neuroscience of trauma, the importance of self-regulation and strategies to support children through trauma responses. Additionally, the same training modified through the lens of the juvenile dependency was presented to juvenile court partners. These trainings have been recorded and will be available for existing and future staff to watch to support practice.
- **Trauma Informed Parent Coaching:** CWS contracted with attachment, permanency, and trauma informed practice expert Ron Huxley, LMFT to provide targeted parent coaching to families, specifically those who are identified in need in our Emergency Response or in the Voluntary Family Maintenance (VFM) program. This resource is particularly targeted to support parenting of adolescent and teenagers, as there is an identified need. Ron Huxley is also providing monthly resources from the Trauma Toolbox he developed for SLO County that will be included in the Parent Empowerment Newsletter for Resource Parents and social workers. This contract is currently limited, however, the response received from staff and families has been positive and CWS is working to expand this service as a long-term resource.
- **Reaching Teens:** Child Welfare contracted with Dr. Kenneth R. Ginsburg to offer training and consult with the agency to implement the Reaching Teens training in SLO County. The

agency also purchased a community license from the American Academy of Pediatrics to offer staff access to the Reaching Teens Multimedia Tool Kit. Dr. Ginsburg is a pediatrician specializing in Adolescent Medicine at the Children's Hospital of Philadelphia and the author of *Reaching Teens: Strengths- Based, Trauma-Sensitive, Resilience-building Communication Strategies Rooted in Positive Youth Development*. Child Welfare established a Reaching Teens Collaborative to collaborate with the Youth Law Center/ Quality Parenting Initiative to develop a local Reaching Teens Training for Trainers to establish a pool of local Reaching Teens trainers and champions. In August 2020, Dr. Ginsburg presented an overview of his work with teens, along with information related to the curriculum and resources available in the Reaching Teens Multimedia Tool Kit. Since then, the QPI Workgroup has been facilitating a Reaching Teens Collaborative to introduce Dr. Ginsburg's Reaching Teens Multimedia Toolkit website with a vast amount of information on a variety of topics, which social workers and other youth serving professionals can share with the families and Resource Parents they work with. The Reaching Teens curriculum will also be incorporated across the board with agencies participating within the QPI workgroup.

- **Youth Engagement Program (YEP):** CWS has received a \$5,000 grant from YEP to hire former foster youth to enhance youth voice in local program and policy development. The youth hired will provide training support for the Social Worker Induction Class, Resource Family Training, and other community training.

Outcome Measures Affected: Permanency P5, Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment and Retention

Action Steps:

- Draft letters of need for homes that may be able to connect with a youth in care based on a commonality (such as identity, religion, extra-curricular activity, or career interest) and focus outreach on communities with members that support the need (GALA, specific churches, 4-H, etc.)
- Identify myths and challenges associated with bringing a teen into the home and create flyers and infographics to share facts with the community that dispel misconceptions potential foster parents have about teens and teens have about foster parents.
- Develop and make readily available, specialized presentations for resource parents who are interested in fostering children ages 11-17, with a focus on traumatic stress and ways to increase their own emotional regulation.
- Implement Trauma Informed Parent Coaching Program for resource families to provide one on one parent coaching that will support individual parenting challenges and connect families to practical tools and resources.

- Implement the Youth Engagement Program (YEP) to enhance youth voice in program and policy development.
- Develop and coordinate *Supporting Placement Stability from Chaos to Calm* Training for Resource Parents, social workers and judicial partners to develop shared understanding of the impact of trauma and practical tools and strategies to support placement stability.

Educational/training needs to achieve this strategy:

- Provide Jules Alvarado From Chaos to Calm Training
- Implement Trauma Informed Parent Coaching Program and leverage the Trauma Toolkit.
- Introduce Reaching Teens curriculum and resources in resource parent training program.
- Continued provision of Trust Based Relational Intervention (TBRI) trauma informed and healing the Hurt Child trainings.
- Identification and implementation of curriculum and supports to engage youth ages 11-17 in empowering them to participate in their case plan development and placement.

Roles of other partners in achieving this strategy:

- Community collaboration on Reaching Teens Program.
- Collaboration with local Foster Family Agencies to develop joint recruitment strategies that focus on homes for teens.
- Support from faith-based organizations, LGBTQ+ organizations and other community partners in distributing targeted and child specific recruitment letters

Evaluating and Monitoring:

- Training evaluations
- Akido Pulse Survey: A short-term survey conducted by a third party, with questions sent to Resource parents via text. This feedback will be used to provide specifically identified resources to caregivers. Use of Safe Measures to track placement stability.

P2 PERMANENCY IN 12 MONTHS FOR CHILDREN IN CARE 12 TO 23 MONTHS-PROBATION

Findings from the CSA Community Stakeholder Forums, Focus Groups, and Peer Review Events indicated an area of opportunity for Juvenile Probation to improve efforts in assisting youth who had been in foster care for 12 to 23 months attain permanency within 12 months. To improve in this area, Juvenile Probation will create a work group that will include, at a minimum, the Probation Placement Unit Supervisor, the CWS Placement Unit Supervisor, and staff from our local FFA (Family Care

Network, Inc. (FCNI)) to establish a plan to develop a specialized foster home for high needs probation foster youth, or youth transitioning out of the Coastal Valley Academy. The plan will address the specialized foster home's capacity, treatment components, and funding resources. Additional steps that will be taken include researching and visiting existing specialized probation foster homes, completing a specialized foster home program description, releasing a Request for Proposal (RFP) for a specialized foster home, selecting a provider from the RFP process, and initiating planning for the specialized foster home's start date.

Another strategy will be to improve family connections. Juvenile Probation will achieve this by enhancing Family Finding and Child and Family Teaming. One approach to achieve this goal will be to provide the Juvenile Placement Unit Senior Probation Officer with specialized Family Finding training as well as training to facilitate Child and Family Team (CFT) meetings. Another approach will be to initiate Family Finding Efforts (FFE) at intake/investigations for all cases and implement CFTs for all youth under court ordered supervision who are not already participating in CFTs through participation in the CVA, foster care, or specialty mental health services.

PROBATION FOCUS OUTCOME MEASURES STRATEGY ANALYSIS

Outcome Measure: P2 Permanency in 12 months (in care 12 - 23 months)

Strategy #1: Develop a specialized foster home for high needs probation foster youth or youth transitioning out of the Coastal Valley Academy

Justification Rationale:

The 2018 Q3 U.C. Berkeley data indicates that Probation had six youth who had been in care for twenty-three months, of which zero attained permanency within twelve months.

The Q3 2019 U.C. Berkeley data indicates that Probation had three youth who had been in care for twelve to twenty-three months, of which zero attained permanency within twelve months. Probation had selected this outcome measure to focus on for the 2020 C-CFSR cycle, as Probation has continued to fall short of the Federal Standard of 43.6%.

Outcome Measures Affected: Permanency (P1, P2, P3)

Action Steps:

- At the direction of the Juvenile Services Division Chief Deputy Probation Officer (CDPO), Probation will begin to create a work group in September 2021 to plan for specialized probation foster home (capacity, treatment components, funding resources, etc.) with a target completion date of March 2022

- Beginning in December 2021, at the direction of the Juvenile Services Division CDPO, Probation will research and visit existing specialized probation foster homes (such as Napa County) with a target completion date of March 2022
- In March 2022, the Juvenile Services Division CDPO will draft a program description and release a Request for Proposal (RFP) by May 31st, 2022
- Beginning in June 2022, the Juvenile Services Division CDPO will select a provider and initiate planning by December 2022, for the program start date
- In January 2023, at the direction of the Juvenile Services Division CDPO, Probation will start accepting youth into specialized probation foster home
- Starting March 2023, Probation will monitor utilization of home by incorporating usage data into existing internal ProbationStat process. ProbationStat is a comprehensive review of probation related data for quality assurance purposes at quarterly intervals.

Educational/training needs to achieve this strategy:

- Training specialized probation foster home foster parents on the basics of Juvenile Probation
- Foster parent training
- Enhanced foster parent training

Roles of other partners in achieving this strategy:

- Working with CWS as part of the work group
- Working with local FFA as part of the work group
- Working with CBH as part of the work group

Evaluating and Monitoring:

- The Juvenile Services Division Chief Deputy Probation Officer (CDPO) overseeing the Juvenile Probation Placement Unit reviews the SIP strategies and action steps on a quarterly basis with the Juvenile Probation Placement Unit Supervising Deputy Probation Officer (SDPO)

Outcome Measure: P2 Permanency in 12 Months (in care 12 - 23 months)

Strategy #2: Improve family connections by enhancing Family Finding and Child and Family Teaming

Justification Rationale:

The 2018 Q3 U.C. Berkeley data indicates that Probation had six youth who had been in care for twenty-three months, of which zero attained permanency within twelve months. Additionally, the Q3 2019 data indicates that Probation had three youth who had been in care for twenty-three months, of which zero attained permanency within twelve months. As Probation has selected this outcome measure to focus on for the 2020 C-CFSR cycle, as Probation has continued to fall short of the Federal Standard of 43.6%.

Outcome Measures Affected: Permanency (P1, P2, P3)

Action Steps:

- Beginning in January 2022, the Probation Placement Unit Senior Deputy Probation Officer will be provided with specialized Family Finding training, with a target completion date of July 1st, 2022
- In July 2022 the Probation Placement Unit Supervising Deputy Probation Officer (SDPO) along with the Probation Court Unit SDPO will begin having staff initiate Family Finding Efforts (FFE) at intake/investigations for all cases
- Starting in July 2021, two Deputy Probation Officers will be trained as Child and Family Team (CFT) facilitators
- Beginning in January 2022, Child and Family Teams (CFTs) will be established for youth under court ordered supervision (who are not already participating in CFTs due to foster care, Coastal Valley Academy or specialty mental health services)
- Starting January 2022, Probation will monitor CFT compliance (team creation and meeting frequency) as part of quarterly ProbationStat meeting using already existing data from Probation case management system Monitor.

Educational/training needs to achieve this strategy:

- Train Placement Unit Senior Deputy Probation Officer with specialized Family Finding training
- Train Deputy Probation Officers assigned to Intake/Investigations on Family Finding
- Train two Deputy Probation Officers to be Child and Family (CFT) facilitators

Roles of other partners in achieving this strategy:

- Work with CWS on Family Finding training
- Work with CDSS on Child and Family (CFT) facilitator’s training

Evaluating and Monitoring:

- The Juvenile Services Division Chief Deputy Probation Officer (CDPO) overseeing the Juvenile Probation Placement unit reviews the SIP strategies and action steps on a quarterly basis with the Juvenile Probation Placement Unit Supervising Deputy Probation Officer (SDPO)

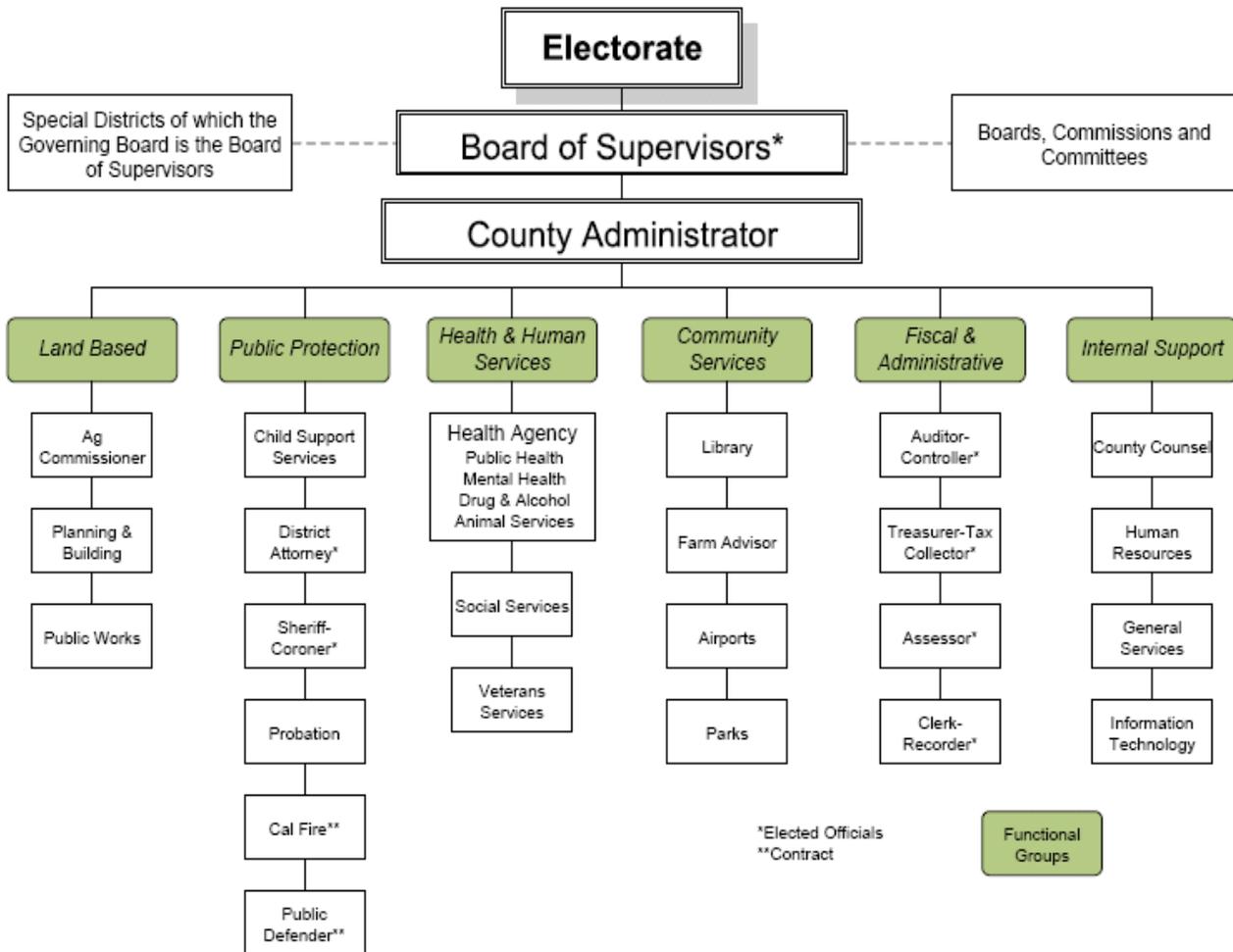
PRIORITIZATION OF DIRECT SERVICE NEEDS

PRIORITIZATION OF DIRECT SERVICE NEEDS

The SLO County Board of Supervisors designated the Children’s Services Network to administer CAPIT, CBCAP, and PSSF funds.

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

County of San Luis Obispo Organizational Chart



CAPIT/CBCAP/PSSF

The Child Abuse Prevention, Intervention, and Treatment (CAPIT), and PSSF Program Manager is responsible for providing technical assistance to subcontractors. With the formation of the Child Abuse Prevention Planning Team (CAPPT), both CWS and Center for Family Strengthening (CFS) co-lead the county's efforts to increase its collaborations with OCAP and Strategies 2.0 to provide local prevention providers additional technical assistance and training.

The CFS utilizes CBCAP funds to provide training scholarships for parents, family advocates, and parent partners. This offers the above-mentioned advocates opportunities to attend conferences and training events pertaining to family strengthening.

The following projects are a few examples of the prevention collaborative work that is occurring in the county:

- Parent Connection – the Parent Connection project coordinator ensures delivery of parent education programs, supports parent coaching series, and evaluates parent education resources provided through the Parent Connection. The project coordinator also provides guidance to Parent Connection on content of the website, materials, and curricula. www.sloparenting.org
- The Parent Leadership Program with CFS is responsible for planning, implementing, and integrating the Promotores Collaborative of San Luis Obispo as a parent shared leadership program within the community. This will further support engagement of parents on advisory councils, evaluation workgroups, etc.
- Child Abuse Prevention Planning Team (CAPPT) - this team is currently conducting local prevention mapping to establish an infrastructure of prevention services across the county. The team has also conducted an analysis of CWS data to determine what part of the county has the highest need for prevention/early intervention services based on the number of child abuse maltreatment allegations made to CWS.
- On The Verge - CWS and CFS collaborated to identify a group of ten local advocates to participate in the On The Verge Leadership Program in 2019. As a result, the Parent Partner Collaborative has 10 members that will share what they learned with the rest of the advocates and parent partners in the collaborative.

PROGRAM DESCRIPTION

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

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

The following services are provided through CAPIT/CBCAP/PSSF:

- Services Affirming Family Empowerment (SAFE) System of Care: SAFE is an integrated, community-based, school-linked resource system for children and families developed by the Children's Services Network in 1998. Its purpose is to address a broad spectrum of issues related to keeping children safe, healthy, at home, in school and out of trouble. This is

accomplished through six multi-agency service teams operating at six school-based sites in Arroyo Grande, Atascadero, Paso Robles, Nipomo, Oceano, and San Luis Obispo.

- CAPSLO and The LINK work together to provide three levels of service: prevention, community-based, and intensive. Two key components of SAFE are family-involvement in case planning and the intensive-level multi-agency team meeting which results in a coordinated case plan for the family. Each SAFE site utilizes the services of Family Advocates to work directly with the families. The SAFE intensive services team includes agency staff from CWS, Probation, Mental Health, and community-based agencies particular to the family's needs. The following sites host SAFE meetings: South County SAFE Family Resource Centers, SLO Family Resource Center, and The LINK Family Resource Center.
- Family Resource Centers staff Family Advocates who assess child and family needs, provide parent education, system navigation, and advocacy as part of the services.
 - Family Advocates assess child and family needs; provide parent education, system navigation, and advocacy as part of the services provided through local family resource centers. In the SAFE system of care, supportive Family Advocates remain connected with the family over time and help them access appropriate services at every level. Family Advocates are bilingual/bicultural staff and are therefore better able to provide support services to at risk youth and linguistically isolated families in both the North and South Regions of SLO County. CAPSLO and The LINK provide Family Advocate services to their respective communities.
- Promotores Collaborative of San Luis Obispo (CBCAP): A forty-hour leadership-training community-wide program. This program provides parents and agency leaders with the tools to work together constructively. Promotores are empowered to engage in system planning, improve family functioning, and improve systems via the development of integrated, consumer-oriented, and accessible services.
- Parent Connection of SLO County is a coordinated approach to the delivery of parent education resources in the family support field. Parent Connection offers:
 - A web-based family resource center (sloparents.org) providing a current list of parenting classes and parenting support services
 - An information line (805-543-3700) to help parents find classes in their area
 - The Parent Connection Helpline (805-904-1411) with parent coaches who can answer parenting questions and provide support

PSSF COLLABORATIVE

Currently, the PSSF collaborative receives oversight from the Children's Services Network and OCAP Program Manager. The purpose of the Children's Services Network is to provide leadership to all

agencies and programs dealing with families and the development of comprehensive community services to children and their families. They communicate information between public and private agencies responsible for delivery of children's services. They also serve as the community-based oversight council for grant applications and administration of family preservation programs and endorse appropriate grant applications.

QUALITY ASSURANCE SYSTEM

CAPIT/CBCAP/PSSF

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

The Department of Social Services delegates Center for Family Strengthening (CFS) to implement CBCAP services with oversight by the Children's Services Network and County Board of Supervisors. The entire CBCAP funds are used for the Promotores Collaborative of SLO County, which is a Parent Leadership Program. Evidence-informed practices such as surveys are utilized to measure what parents learn from the classes. In addition, CBCAP funds support attendance at the California State Parent Leadership Conference and provide stipends for parent representation during the CSA planning process.

CFS has developed systems for program evaluation and assessment of client satisfaction for Children's Trust Fund (CTF) and CBCAP funded services via pre and post-tests surveys and focus groups.

The CSA process highlighted opportunities for improvement in the overall quality assurance system for CAPIT and PSSF funds. Areas for improvement in oversight include assessment of client satisfaction via surveys conducted annually. The Department of Social Services already collects quantitative data on the population served. The improved system will utilize consumer feedback captured through surveys and on-site monitoring visits to the programs to capture qualitative data.

The goal, to be addressed further in the SIP, is to establish a formal process that results in the issuance of written monitoring reports that identify strengths and areas in need of improvement, including any findings and concerns, and provides an opportunity for the CBCAP/PSSF contractor to

address the findings and submit a corrective action plan. The Prevention Program Manager will monitor the contractor's implementation and resolution of the corrective action plan.

CHILD WELFARE SERVICES/PROBATION

CWS and Juvenile Probation host an annual CFSR Stakeholders Meeting to share SIP progress updates and seek feedback to ensure the outcomes and accountability process is continuous and the SIP remains relevant to the needs of the county for prevention.

CWS has created a variety of specific databases that support continued self-evaluation and goal setting. The databases are:

- The Child Location Database monitors children from the time that they enter placement and any subsequent placements.
- The RFA Database monitors county RFA homes from the first inquiry during recruitment through approval. This database is used by CWS managers, foster care recruitment and retention, licensing, placement, and adoptions to find available homes, set recruitment goals and monitor county homes.
- The ILP Database monitors youth's progress in preparing for adulthood following youth from the completion of the Transitional Independent Living Plan, throughout ILP services until the youth has transitioned to adult life.
- Monthly Measures allows managers, supervisors, and case-carrying social workers to monitor progress on a monthly basis from the perspective of the individual social worker to the unit, regional and department-wide levels. At every level and area of responsibility decisions can be made on how to improve the results based on actual data.
- The ICWA Database allows CWS to maintain a centralized location for monitoring ICWA activity on all CWS cases.

Child Welfare/Juvenile Probation Initiatives

ACTIVE SUPPORTIVE INTERVENTION FOR TRANSITION (ASIST) PROGRAM

The ASIST program is a short-term pilot implemented to transition all children, youth, and Non-Minor Dependents (NMDs) who are currently residing in group homes, to short-term residential therapeutic programs (STRTPs) or home-based foster care.

The County of San Luis Obispo utilized new and existing resources to contract a part-time social worker to complete file mining and pursue connections with relatives identified by the Family Finding unit. The contracted social worker works directly with the foster youth and assigned social worker to identify the best placement matches and provide permanency support. This is achieved through facilitation of pre-placement visits and therapeutic preparation support to successfully

transition to home-based foster care. Additional supportive staff include undergraduate intern staff in the Family Finding and Placement units.

DSS has also contracted with Seneca Family of Agencies to provide a variety of therapeutic and supportive services. Seneca will provide pre-placement services to proactively prepare youth and identified caregivers for the transition of placement, during the placement, and continuing through post-placement to ensure stability. Youth chosen for the ASIST program will receive individual services from a Seneca placement social worker and youth counselor for the purpose of supporting each youth in navigating and preparing for the transition. Pre-placement support for caregivers will include specialized training in Trauma-Based Care, a close working relationship with the support team, and connection to resources, including mental health services and peer support. Post-placement supports for youth and caregivers provided by Seneca include case management, resource linkage, individual supports for youth, collateral supports for caregivers, family-based interventions, and ongoing training and education for caregivers.

DSS holds semi-monthly meetings with the contracted providers and involved DSS staff, including the Placement Supervisor, Family Finding Program Review Specialist (PRS), Social Worker, Program Manager; ASIST Program Review Specialist (PRS); contracted ASIST Social Worker; and Seneca Youth Partner and Clinician. This provides an opportunity to staff cases, provide program updates, and ensure that everyone is on the same page. DSS also holds individual case reviews, which include the Social Worker, their Supervisor, and occasionally their Division Manager.

In preparation for the possible discontinuance of the ASIST program, DSS is currently constructing a new Transition Program for youth in congregate care. While similar to the ASIST Program, this program will include the addition of genograms, eco maps, and connectograms to be utilized by contracted service providers, DSS staff, the therapist and the family. These genograms have the ability to annotate basic and complicated family relationships, emotional relationships, and addiction and medical issues.

CHILD AND FAMILY TEAM (CFT) MEETINGS

The County of San Luis Obispo formally implemented Child and Family Team Meetings in 2016 with the release of [ACL 16-84](#). Since that time, the Department has worked closely with community partners and key stakeholders to develop shared understanding, consistent practice and continuous quality improvement in child and family teaming. To support best practice and collaborative training across programs, a CFT stakeholder workgroup convened consisting of leads and managers from DSS, Probation, FCNI, CASA and Behavioral Health. In response to community and program needs, the group transitioned over time into a specialized training workgroup.

The workgroup currently consists of leads from Behavioral Health, FCNI, Seneca Family of Agencies, Probation, and San Luis Obispo County Office of Education (SLOCOE), CASA, and DSS to include supervisors that either facilitate CFTs directly or supervise staff who facilitate CFTs. The group conducted an analysis of program and training needs and identified the need for development and/or

revision of trainings as next steps toward enhancing consistency, cross-agency collaboration and facilitation skill development. The inclusion of the Integrated Core Practice Model (ICPM) and the development of shared learning circles are key components.

The matrix below outlines the training structure developed for implementation in 2020.

TABLE 6 COUNTY OF SAN LUIS OBISPO TRAINING IMPLEMENTATION FOR 2020

Training	Audience	Training Level	Trainers	Structure	Frequency	TimeLine
*Safety Organized Practice (SOP) & Introduction to the Integrated Core Practice Model (ICPM)	Community partners and new agency staff	Introductory	DSS Program Manager, CWS Supervisor and CWS Social Workers training SOP	3 hr. training	Quarterly or as needed	March June September December
*Foundations of Child & Family Teaming (CFT)- CFT 101	Prerequisite: SOP/ICPM Community partners and new agency staff	Introductory	Multi Agency Leads	7 hr. training	Quarterly or as needed	March June September December
**CFT Learning Circles- CFT 102	CFT Facilitators Prerequisites : SOP/ICPM and CFT 101 or equivalents	Skill Development & Higher Level Mastery	Multi Agency	1.5 hour Facilitated Discussions 2-4 Facilitators from multiple agencies	Every Other Month	January March May2 July September November
**Educational Liaisons & CFTs		Introductory	TBD	Quick guide Video	NA	TBD

*Updated training ** New Training

CFT Meetings within the SOP framework remain a priority focus to support improved outcomes of safety, permanency and well-being for children and families in San Luis Obispo County. CWS Supervisors, Managers and line staff convene monthly to assess what is working in practice, what is not working well and to identify solutions.

An analysis of current processes and procedures identified confusion among staff regarding the differences between Team Decision Making (TDM) meetings and CFTs. To provide clarity and consistency in practice, the Department now categorizes all family team meetings under the umbrella of Child and Family Team meetings with subcategory designations. Policies and procedures are under revision to align practice across programs. Additionally, the Department is reconstructing the database and reporting functionality to improve data analytics to inform program development.

TABLE 7 COUNTY OF SAN LUIS OBISPO CHILD AND FAMILY TEAM MEETING SUBCATEGORY DESIGNATION

Training	Audience	Training Level	Trainers	Structure	Frequency	TimeLine
CFT Learning Circles- CFT 102	CFT Facilitators Prerequisites: SOP/ICPM and CFT 101 or equivalents	Higher Level Mastery & Skill Development	Multi Agency	1.5 hour Facilitated Discussions with 2-4 Facilitators from multiple agencies	Every Other Month	May July September November
DSS Intensive Case Planning in CFTs	DSS CWS Supervisors and CWS Social Workers	Practice Integration & Skill Development	DSS staff	Observation of CFT Facilitation for Intensive Case Planning	Pilot 3 Cases across county through life of a case	TBD

The Department is currently assessing the availability of additional resources to coordinate and track CFTs and the development of next-level CFT training for facilitators to support practice integration and skill development. The matrix above outlines the training structure for DSS staff for 2020 implementation.

CHILD SPECIFIC RECRUITMENT (CSR)

Child Specific Recruitment casts a wider net for possible placement options to interested parties, perhaps to multiple specific groups, a geographical area, or a school. With this technique, a profile is composed and released containing multiple descriptive details about a youth. DSS aims to create a profile that balances the youth's privacy and right to confidentiality with the benefits and right to permanency. Child Specific Recruitment has been approved by the judge; the assigned SW will work closely with County Counsel and Panel Attorneys when presenting cases.

The Child Specific Recruitment process will be as follows:

- The case-carrying SW will submit a request for a court order pursuant to WIC 827.

- In an Ex Parte Application and Order, the SW will include the reason why Child Specific Recruitment is necessary, including information regarding other methods of searching for family and placement that have already been tried.
- In addition to the order and court report language, the SW shall include a draft of the actual generic Child Specific Recruitment outline (historically, one of our recruitment staff has created these with the SW based on information provided by the SW). The outline should balance interesting information about the child in an effort to engage community members, but limited in such a way so as not to disclose the child's identity to someone who might know them.
- After an interested community member contacts DSS with interest in learning more, the community member will be provided information about the Resource Family Approval process in general. If still interested, they will be asked to sign a confidentiality statement. After signing, they will be provided with additional and more specific information about the youth, which will become more and more detailed at each step toward meeting (and possible transition to placement) occurs.

COASTAL VALLEY ACADEMY (CVA)

In 2017, Juvenile Probation opened a custody commitment program dedicated to influencing positive change in the lives of youthful offenders by engaging them in comprehensive residential treatment and education services in a safe and supportive environment. The CVA provides residential treatment programming for wards of the juvenile delinquency court who have been removed from the homes of their parent(s)/guardian(s). CVA serves female and male youth ranging in age from fourteen to seventeen years old who previously would likely have been sent to Group Home placements. Implementation of this program was included in the previous SIP and has been Juvenile Probation's most significant achievement towards improving goals and outcomes for youth in need of residential care.

The CVA program adheres to the tenets of the Continuum of Care Reform (CCR) and Integrated Core Practices Model (ICPM) in that the CVA provides youth with a local alternative to congregate care that includes teaming engagement, intensive case management, evidence-based treatment programming, individual and family counseling, and substance abuse treatment services. The CVA program also adheres to the guiding principles outlined in the California Fostering Connections to Success Act (AB12) by connecting youth who are exiting the program with vocational, educational, and housing services where needed to assist them with transitioning to responsible adulthood. Program length varies based upon the individual needs and circumstances of each youth as well as progress in treatment and overall behavior.

The goal of the CVA is to safely return youth to the community after reducing their risk of future delinquent behavior by improving their reasoning and avoidance skills and providing them with positive pro-social replacement activities.

COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN (CSEC)

In 2014, the County of SLO convened a multi-agency stakeholder work group to address the Commercial Sexual Exploitation (CSE) of children and youth in the community. To support a coordinated response, the San Luis Obispo County Human Trafficking Task Force (HTTF) was formed.

The County of SLO Deputy District Attorney chairs the HTTF, which now includes the membership of over thirty leaders and stakeholders across the county. The HTTF meets every other month to coordinate efforts and identify gaps in needed services and response. The HTTF is comprised of Legislation, Education/Data Collection, Law Enforcement, CSEC Collaborative Response, Housing and Health Providers subcommittees. The DSS Program Manager overseeing CSEC sits on the HTTF and participates in the Education/Data Collection Subcommittee, serves as CSEC/Preventing and Addressing Child Trafficking (PACT) Coordinator and chairs the CSEC Collaborative Response Subcommittee.

The CSEC Collaborative Response Subcommittee meets every other month to discuss prevention, intervention and identify gaps in process and program priorities. Membership includes stakeholders providing direct services including two dedicated CSEC social workers, Public Health, educational partners, law enforcement, Probation, front line responders and multiple community-based organizations. The workgroup has identified AB 1227 implementation, education, prevention, and youth engagement as program priorities.

Over 500 prevention posters, corresponding education, and support information have been distributed to all schools in all districts in the county. The Department will continue to provide support and respond to any training or CWS needs that arise as a result of the educational campaign. The Department continues to collaborate with the San Luis Obispo County Office of Education (SLOCOE), PACT and 3 Strands Global to support implementation and the development of a tracking mechanism to assess which schools and districts have introduced curriculums in San Luis Obispo County.

The development of a youth mentor to support academic success, early intervention and education is under collaborative discussion between the Department, SLOCOE and Family Care Network. Two former foster youth have expressed interest in supporting program and policy development and will be invited to join the workgroup once initial program and practice scope is drafted and approved. Youth partners will receive guidance and support in their participation to ensure they have training and mentorship to make the most of their experience and contribution. Youth will receive a stipend compensation for their engagement and participation.

To enhance prevention and permanency services for CSEC or at-risk youth the Department allocated funding to support a part-time Voluntary Family Maintenance Program (VFM) position. Additionally, the provision of specialty trainings on LGBTQ, SOGIE and Healthy Sexuality, Harm Reduction and Cyber Safety for the community, social workers and resource parents are under planning and development.

CONTINUUM OF CARE REFORM (CCR) - AB403

In 2017 the CCR/Pathways to Wellbeing stakeholder group was established with responsibility for coordinating CCR responses and activities as well as engaging stakeholders. Joint responsibility for running the meetings for this group is shared by CWS, Probation and Behavioral Health. The workgroup currently meets on a quarterly basis to provide program updates and work on needed action items.

AB 2083 Joint MOU

The County has launched a collaborative team to implement the joint MOU requirements under AB 2083. With support from the juvenile court, Probation, Social Services, and Behavioral Health a multi-agency team has been convened to discuss how to implement a system wide approach to streamline services and create a seamless system of care. Early approaches include creating a quarterly training sponsored by Social Services, Probation and the Behavioral Health Departments that will orient new staff to each of these agency's roles and responsibilities and creating a joint vision and set of guiding principles based on the Integrated Core Practice Model for how families will be served.

Expansion of available resources

A need was identified to create a broader continuum of services for children locally. One of the needs that has been identified is a need for crisis stabilization services for youth experiencing an acute episode. At the same time, our local Juvenile Services Center was noting a reduction in population and identified they had some space that may be able to be renovated to meet this need. Through a joint effort between Probation, Social Services and Behavioral Health, San Luis Obispo County is pursuing developing these much needed services by repurposing already available space.

Resource Family Approval (RFA)

The County of SLO was an early implementer of RFA, which resulted in the establishment of solid shared processes and resources. While Juvenile Probation completes the emergency approval components for Juvenile Justice involved youth, CWS handles the remainder of the approval process for both agencies.

Foster Parent Recruitment Retention and Support (FPRRS)

Monies were combined at the outset in the County of SLO, providing a system of activities and supports that was equally available to Juvenile Probation and CWS foster youth. While this particular funding stream has been eliminated, the Department seeks to include recruitment funding as part of their annual budget approval process.

Presumptive Transfer

Presumptive Transfer of responsibility for specialty mental health services has also been a collaborative process, with joint meetings and shared forms and processes between the Department and Behavioral Health.

Inter-Agency Placement Committee

The County of San Luis Obispo has established an Interagency Placement Committee (IPC) to serve as a “Multi-Disciplinary Team” designated to provide assessment and placement recommendations for children with complex and severe needs who are at risk of or being considered for high-level placement. By mutual agreement, the Committee may be assigned to determine recommendations for placement in other specified specialized out-of-home placement programs such as:

- A child who is being considered for Wraparound or Wrap Foster Care.
- Placements into the Transitional Housing Placement Program for Minors (THPP-M), Transitional Housing Placement Program for Non-Minor Dependents (THPP-NMD), and Transitional Housing Plus (THP+) Program.
- Placements into the Intensive Services Foster Care Program.
- Annual review of WRAP cases.
- Annual review of ISFC cases.

CREATIVE MEDIATION FOR JUVENILE PROBATION

In 2019, the Probation Department received funds from the Youth Reinvestment Grant (YRG) Program to extend and expand the mediation and restorative justice services provided in the current Restorative Dialogue Program (RDP). RDP services were developed through a collaborative pilot program beginning in 2017 between Juvenile Probation and Creative Mediation at Wilshire Community Services, SLO County’s not-for-profit community mediation center. These services include intake assessment, coordination and delivery of Parent Teen Mediation sessions, Victim Offender Dialogue with Family Group Conferencing, and Youth Conflict Mediation sessions. Previously these services were only available to youth involved with Juvenile Probation, yet the need was much wider. Funding from the YRG allows Juvenile Probation to extend these services to at-risk youth prior to formal involvement in the justice system as well as child welfare foster youth and increase access for monolingual Spanish-speaking families by establishing a bilingual resource coordinator position. Furthermore, this funding will provide training to expand the existing service array to include restorative practices such as Circles and Restorative Conferences in specified schools, allowing more opportunities to divert at-risk youth from justice system involvement at the earliest possible point. This extension and expansion will prevent Probation-involved-youth from further penetration in the juvenile justice system; prevent non-involved youth from being formally referred to Probation and increase access to and participation in such restorative services among Hispanic youth and their families.

FAMILY FINDING AND ENGAGEMENT (FFE)

In an effort to ensure permanency and family connections for children who are placed in out of home care, the County of San Luis Obispo is committed to locating relatives and supporting the development and/or continuation of familiar relationships for youth in foster care. The Department seeks to identify and engage relatives who can support a child in a variety of ways, including being a permanent

placement option, or interest and willingness to write, call or visit the child, as the social worker deems in the child's best interest. Pursuant to statute, it is the Department's policy to identify, locate and engage identifiable adult relatives within thirty days of a child's removal from their home.

Currently focused on the search and identification of relatives, the Family Finding unit strives to expand engagement and family connections between relatives and youth in care. After successful confirmation of the relationship and interest in contact by a relative, the Family Finding unit documents this information and notifies the social worker. Depending on the relationship history and familiarity, contact may start with mail correspondence with the youth, expanding over time to include phone calls and visits.

Due to a decrease in relative placements, the Family Finding quick search process commenced in April 2018. This program has had much success in identifying relatives prior to, or at the time of, initial removal. This process generally provides the social worker with initial results from the family finding search within one hour of the request. The quick search process has also been utilized successfully during subsequent placement changes.

FAMILY PRESERVATION PROGRAM

CWS and Juvenile Probation have collaborated with Community Action Partnership of San Luis Obispo (CAPSLO) to expand the county's Family Preservation Program to offer In-Home Parenting Education to Resource Parents and additional family stabilization supports and resources. CAPSLO's Parent Educators also refer CWS families to local Family Resource Centers for additional ongoing support and aftercare services.

FAMILY TREATMENT COURT (FTC)

FTC is a juvenile court docket for cases of child abuse or neglect in which parental substance use and often co-occurring mental health disorders are contributing factors. DAS, CWS, Court personnel, treatment professionals, and other community partners collaborate with a judge to coordinate services with the goal of ensuring parents are supported to achieve stable recovery and that children have safe, nurturing, and permanent homes. FTC was one of the strategies identified in the last SIP. Since that time, DAS received the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Child Affected by Drugs and Alcohol (CADA) Grant. As a result, FTC was able to add two part time DAS therapists, one CWS Parent Partner, and relaunch Celebrating Families. These additional positions and program allow FTC to provide additional services and resources for families participating in the FTC Program.

FOSTER SUPPORT UNIT (FSU)

The Foster Support Unit consists of a supervisor, social worker, social worker aide, and the ASIST contractor. The Foster Support Unit was established to support Resource Families in an effort to maintain placement stability for youth in care. For this purpose, a social worker is assigned to engage

the Resource Parents soon after a youth is placed in their care to ensure the Resource Parents are prepared for the youth's needs and are familiar with local resources available to them in support of the youth's placement. The Foster Support Unit publishes a monthly Parent Empowerment Newsletter (PEN) to inform Resource Parents of informative articles/trainings relating to fostering youth, highlights QPI champions, and provides announcements for resources and upcoming events intended to serve Resource Families. This team also oversees The Youth Calendar Project and Youth Enrichment Activities.

FOSTER YOUTH AND EDUCATION (YEP)

Continuous development of the shared vision between DSS, SLOCOE, Cuesta Community College, private contractor Choice Educational Services and community-based organization FCNI has served to strengthen communication and support for educational achievement and advancement of foster youth throughout SLO County. This collaboration of resource and service provision helps streamline data collection and creates consistency in service delivery to foster youth. This contributes to the high County rate of high school diplomas earned by youth in foster care (75%). Among the 209 youth currently participating in ILP, the high school graduation rate is even higher at 100% (33 of 33 eligible youth).

CHOICE EDUCATIONAL SERVICES (CES)

CES holds the local contract to provide College Transition Specialist services via one-on-one mentoring and guidance through high school class planning and the college admissions process. John Burton Advocates for Youth (JBAY) spurred the action plan to systemize the case management of educational services to transitional age youth (TAY) youth. This is achieved through relationship -building among students and on-site education staff, holding annual high school counseling meetings at each campus, and the development and provision of individually customized information packets. CES has an extensive background in the college admissions process, including college application completion for community colleges, California State Universities, University of California, and private colleges. CES provides financial aid preparation, including government and private grant and scholarship applications, essays, and interviews; as well as programs specific to youth in foster care. Students between the ages of fourteen and twenty-four utilize CES to support educational exploration and planning throughout high school, during the application process and admissions, acceptance, move-in, and through the completion of post-secondary degree or certificate program.

TRANSITIONAL AGE YOUTH – FINANCIAL ASSISTANCE PROGRAM (TAY-FAP)

TAY-FAP is available to address any unmet financial need for eligible youth attending college or vocational programs. Upon recognizing the gap in funding for supporting our local foster youth, DSS turned to WRAP Reserve funds to fill this unmet need. By restructuring the usage of these funds to enable youth to achieve their higher education goals, collaboration among community organizations

has increased and services to support youth are improved. All youth complete a written request for funding, including a budget which demonstrates financial need.

For youth in foster care who choose to pursue post-secondary education, the graduation rate is (62.5%). From inception in July, 2010 to March, 2020, 279 youth have received the support from TAY-FAP, including fifty-nine current participants and fifty graduates with sixty-five degrees earned. Of those sixty-five degrees, there were thirty-one vocational, fifteen associates degrees, fifteen bachelor's degrees, and four master's degrees. There are three pending vocational, two pending associates, and three pending bachelor's degrees.

FOSTERING CONNECTIONS AFTER 18 PROGRAM (AB12)

With the passage of Assembly Bill 12 (AB12) CWS has actively participated in the Fostering Connections After 18 Program since January 2012. As youth age out of foster care in California, many are found to have no permanent connections. This program allows youth to voluntarily remain in or reenter foster care as a Non-Minor Dependent (NMD) to continue to receive support, up to the age of twenty-one. CWS has contracted with FCNI to provide the ILP Program services for eligible youth and to ensure that all youth receiving extended foster care benefits are also accessing available transitional care services. FCNI provides services to NMD youth from the Child Welfare system and the Probation system. As of December 2019, there were eighty-three non-minors in placement participating in the AB12.

TOOLS FOR COLLABORATION

- **Multi-Agency Release of Information (Form 815) :** A universal release of information form utilized by social services agencies and community based organizations to initiate referrals, collectively serve clients, and participate in child and family team meetings.
- **Daily Child Location Form (CLF):** Completed by social workers with any initial placement, placement change, travel, visitation, hospitalization, and incarceration. CLF includes the following information: youth's name, date of birth and ethnicity; type of placement change; type of facility (new and previous); relationship of care provider moved from; social worker name and phone number; new providers' name and contact information; IEP/504 information.
- **Child Location List:** Compilation of placement entries sent daily to each foster youth school liaison and SLOCOE FYS program coordinator.
- **Foster Youth Critical Information (DSS CWS 705) Form:** Completed by school liaisons. Information includes youth's name, date of birth and gender identity; prior and current schools; social worker contact info; student's strengths/concerns; primary language of student/family; grade repetitions; school transfer history; threat assessments; current and historical interventions; attendance history; high school credits; graduation status; education rights holder.

- **Foster Focus Database:** Provides collaborative access, tools and data, linking DSS with critical information as needed. Additionally, Education Progress Summary (EPS) reports are sent in advance of each Status Review court hearing by SLOCOE, which are also entered in the CMS Health and Education Passport (HEP).
- **Independent Living Program (ILP) Database/Case Notes/Referral:** Access to the ILP Database is provided to the service provider by DSS and is utilized by case managers within ILP.
Reports are accessible to the provider and DSS. ILP Case Notes is a read-only sub-database available to CWS social workers, providing contact notes and service delivery information to youth by ILP case managers. The Department's goal is a 100% referral rate for eligible youth to ILP services. The importance of referral, even if youth are not interested at the time, is focused on ILP awareness, engagement, and participation. ILP will offer youth multiple opportunities to participate at different levels of involvement. It is important to note that ILP can maintain contact with eligible youth even after CWS dependency is terminated.
- **Centralized Case Staffing (CCS), Inter-Agency Placement Committee (ICP), and STRTP Meetings:** CCS, IPC, and STRTP meetings provide CWS and Probation staff the opportunity to meet with additional service providers when evaluating service eligibility. These meetings support the social worker in reviewing all opportunities for services available to the youth and family.
- **CFT Meetings:** CFT Meetings provide families, caregivers, support persons, service providers, and DSS staff the opportunity to collaborate when developing a plan to meet the needs of the youth and family regarding services and placement.

INTENSIVE SERVICES FOSTER CARE (ISFC)

The County of San Luis Obispo is committed to maintaining children in home-based foster care with the provision of specialized services when the child has been assessed as requiring higher levels of care, and thus establishing a local Intensive Services Foster Care (ISFC) Public Delivery Model in 2017. The ISFC program requires specially trained resource parents along with professional and paraprofessional support. Consistent with Continuum of Care Reform, the ISFC program provides core services and supports to youth in foster care and may include, but are not limited to, arranging access to mental health treatment, providing trauma-informed care and providing transitional support from foster placement to permanent home placement. Identified children/youth will receive targeted services to maintain them in home-based care.

JUVENILE DEPENDENCY MEDIATION

Established in 2005, the Juvenile Dependency Mediation program continues to be an integral part of Juvenile Dependency Court procedures and is strongly supported by stakeholders. This program provides a unique opportunity to have a safe, effective, and confidential mediator-facilitated

conversation in order to build trust. It is this trust which allows families, social workers, and attorneys to move forward together, and this is the difference which ultimately benefits the youth.

A total of forty-four referrals were received in in FY 18/19. Of all mediations convened, a total of eighteen resulted in written agreements and five in verbal agreements. In addition, there were six instances in which agreement was reached as a result of attorney pre-mediation caucus and Creative Mediation pre-session coordination services. This means twenty-nine potential contested hearings were avoided through involvement with Creative Mediation and the Juvenile Dependency Mediation Program.

Parent satisfaction rates remain high, while panel attorneys and social workers regularly express their appreciation and gratitude for the opportunity to utilize mediation in some of their most difficult cases. Creative Mediation is an effective collaboration providing direct positive outcomes for children and families in the Child Welfare Services system.

KATIE A

In response to the Katie A v. Bonta lawsuit, the County of San Luis Obispo updated the process for referring children for a Mental Health assessment. This update was completed to improve tracking capabilities and ensure all children are being appropriately screened.

An internal database was created by DSS programmers to monitor and track social worker completion of the Mental Health Screening Tool Referral and Assessments. The assessments are routed electronically to Behavioral Health. Once received by Behavioral Health, their agency is responsible for the determination of a child's eligibility for Katie A services. This process also pertains to NMDs, regardless of whether or not they appear to be eligible for Katie A services.

The database can be used to 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. Quarterly meetings were held with CWS and Behavioral Health to ensure the local protocol was working well and address any issues that arose. As initial goals were successfully achieved, Behavioral Health now oversees these meetings and involves CWS on an as-needed basis.

PARENT PARTNER PROGRAM

DSS currently has two CWS Parent Partners and two Family Stabilization Parent Partners. A CWS Parent Partner is funded by Office of Juvenile Justice and Delinquency Prevention (ODJJP) to work with clients participating in the FTC Program and facilitate the Family Reunification Support Group. The additional CWS Parent Partner regularly attends CFTs and Court Hearings to engage and support ongoing clients, as well as serving as a back-up facilitator for the Family Reunification Support Group 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 who are also involved with CWS. The primary goal for both Parent Partner Programs is to help participants navigate

through the multiple agencies and resources available in the community to keep children safe, locate housing, achieve self-sufficiency, and family stabilization.

PARENT/TEEN MEDIATION

These services offer parents and teens the opportunity to focus on specific areas of conflict within the home and come up with a plan on how to address these issues. Examples of topics include curfew times, truancy, teen needs and interests, boundaries, and clear expectations on both sides.

QUALITY PARENTING INITIATIVE (QPI)

Child Welfare has an established QPI Workgroup that consists of birth, resource, and adoptive parents, California Youth Connection Youth, Foster Family Association representatives, CWS staff, Probation Staff, Foster Parent Association (FPA) members, QPI consultants, and community partners. The QPI Workgroup works on projects to recruit and retain high quality caregivers who will provide a loving home and empower youth in care to thrive. CWS holds a monthly QPI Work Group to encourage quality parenting, work with and retain resource families, and ensure youth have a voice in DSS's policy and practice. The QPI Workgroup is tasked with addressing the needs of resource parents and youth in care. The group also provides supports for youth enrichment activities and the P.E.N. a monthly parent empowerment newsletter.

The QPI Workgroup also provides a forum for California Youth Connection (CYC) liaisons to collaborate and inform CWS staff, Community Stakeholders, and Resource Parents of foster youth statewide advocacy events and foster youth led legislation.

REPRODUCTIVE AND SEXUAL HEALTH FOR YOUTH IN FOSTER CARE

For youth ages ten and older, SB89 mandates that social workers provide age appropriate information about their rights and how to access services. Provision of this information must be documented by case carrying SWs in CWS/CMS.

With the provision of curriculum developed by CDSS and trainers from Central California Training Academy (CCTA), the Department offered comprehensive SB89 Training to social workers in August 2019. SB89 and Sexual Orientation and Gender Identity Expression (SOGIE) Training are covered in CWS Social Worker Induction; ongoing training is available through partner agencies, mandated Department General Staff Meetings (GSM), program meetings (such as Family Maintenance/Family Reunification Work Group) and online.

Although the County previously held a quarterly inter-disciplinary meeting addressing reproductive and sexual health for youth in foster care, this was discontinued in 2018 due to concerns both with funding and accurate data collection. With the recent direction from CDSS, DSS must renew efforts to bring training and awareness back to the forefront of attention to social workers and Resource Families, as well as service providers, ensuring all members of the youth's team are aware of and supporting the new requirements.

Resource Family Training, the pre-service for Resource Family applicants, is currently being reviewed in preparation for redesign, to include the new SB89 and SOGIE mandates and best practices.

SAFETY ORGANIZED PRACTICE (SOP)

The County of SLO CWS initiated a renewed focus on the implementation of SOP during the 2014-2018 SIP review period. Successes achieved during that time included the formation of a multi-agency training collaborative comprised of DSS, Behavioral Health, Probation, CASA and FFA partners, as well as the development of a community-wide SOP 101 Training. SOP 101 Trainings were offered on a quarterly basis with the goal of developing shared understanding, common language and enhanced skill in teaming and collaborating with children and families to support safety, well-being and permanency. The SOP 101 Training received positive response from attendees, which included over three hundred staff and community partners.

Concurrently, DSS developed an internal SOP Work Group to identify practical strategies to strengthen implementation and support continued skill development in practice. The workgroup was comprised of social workers, social work supervisors and managers who met monthly and ultimately developed a matrix of unit specific implementation practice behaviors. Despite these efforts sustained implementation and increased skill development were hindered by several barriers including a high volume of staff turnover, staffing changes and a cyclical pattern of establishing foundational knowledge, rather than building expertise.

Following a restructure of leadership within the Department a focus group of supervisors, managers and staff convened to conduct a plus delta to determine what was working, what was not, and what needed to change to improve implementation and sustainability. The group identified increased engagement of leadership and the development of mandatory in house training and coaching programs for social workers, supervisors and managers as priority focus areas.

DSS is making significant strides toward these objectives, including the development of recurrent mandatory in-house SOP Training and coaching programs. The training team is comprised of a Social Work Supervisor, social workers and a Program Manager. This training structure has yielded increased participation, greater implementation in practice and the addition of three social workers on the training team as program “champions”. Staff have expressed value in having the opportunity to move theory into practice through the utilization of actual cases in training and coaching. As a result, staff are developing greater confidence in practice as they observe the progress of actual cases.

To support increased engagement of all leadership it was agreed that the SOP Work Group be replaced as a standing agenda item to the monthly Supervisor/Management Meeting. This approach has proven to provide a more cohesive, practical, and responsive forum for discussion and resolution.

Current strategies in progress also include the development of an SOP Coaching Series for supervisors and managers that focuses on translating SOP practice into supportive and impactful supervision of staff. These collegial learning circles will create shared learning opportunities and space for leadership

to “try on” and build skills and, confidence in both practice, and supervisory application. The first monthly Learning Circle Series occurred in October 2019 and commenced July 2020. The Department is collaborating with NCCD to facilitate this series with the intention of concurrently conducting a Train the Trainer for sustained implementation in the future.

Additional strategies include the incorporation of SOP into the Department’s overall strategic plan in the client centered work group, the inclusion of SOP performance measures in employee evaluations, the development of program evaluation, and data metrics. All the aforementioned are in varying stages of progress and are targeted for full implementation in 2020.

SHORT-TERM RESIDENTIAL THERAPEUTIC PROGRAM (STRTP)

County of SLO currently has two local STRTP providers. As of December 2019, the County of SLO had twenty-two youth placed in STRTPs compared to six in December 2018. CWS continues to host Group Home Staffing’s to closely monitor progress of the nine youth currently placed in Group Homes. The local transition plan form, CWS 939, was updated to match CDSS’s transition monitoring to ensure the Department provides youth with an opportunity to successfully transition to a STRTP or familial placement. CWS has implemented ISFC and Level of Care programs to fulfill the need of out of state group homes. CWS has also implemented the ASIST program to provide additional supports and resources for youth placed in group homes to transition from congregate care.

TRAUMA INFORMED PRACTICE (TIP)

In 2014, the County of SLO identified the development of a trauma informed community as a priority in serving children and families and improving outcomes.

To that end, a cross section of staff from multiple agencies including staff from DSS, Behavioral Health and FFAs participated in a two day Train the Trainer led by Julie Alvarado. Ms. Alvarado is recognized nationally for her contributions to TIP, and most notably in supporting children and families in foster care through integrating her experience as a former child welfare worker, foster parent and adoptive parent of a child with complex trauma history. Following completion of the training, a collaborative convened to develop a community wide training. In 2015, the collaborative held its first trauma training and in the ensuing years refined the curriculum in response to participant input and advances in research in the field of trauma.

The community training was designed to educate the community on the impact and prevalence of trauma, the impact on trauma on development and neurobiology, the importance of cross agency collaboration and ultimately the responsibility for self-care in the service of children and families. The training is currently titled “Using a Trauma Informed Lens: Personally, Professionally and Purposefully”. This training is presented by the SLO Informed Champions of Change. The training team is comprised of the DSS Program Manager lead on trauma and clinicians from Behavioral Health, T-MHA and FCNI. Of the original participants in the Train the Trainer, three of the current trainers,

including the current DSS Program Manager over trauma, remain on the training team. The longevity and continuity of the training team has offered unique opportunities to strengthen practice over time.

The training is offered quarterly and available at no cost to all members of the community. To date over 900 individuals have completed the training including staff, Resource Parents, practitioners, social workers, probation officers, law enforcement, educators, Public Health workers, members of the District Attorney's Office, clinicians and many others representing a wide variety of disciplines. In 2017, SLO Informed Champions of Change was awarded the Peer Advisory and Advocacy Team Board (PALLY) award for recognition of going above and beyond in support and promotion of people experiencing the impact of trauma and mental illness.

In 2017, trauma training was presented at all DSS Regional Staff Meetings that included staff from both CWS and Participant Services programs. Of DSS staff, ninety workers received trauma training in fiscal year 2017-2018. Additionally, the Trust-Base Relational Intervention (TBRI) curriculum was adopted by the DSS training program and integrated into both birth parent and Resource Parent education trainings. This alignment of parenting education provides consistent trauma informed parenting education to Resource Parents and birth parents and supports placement stability and reunification transitions for the children in a consistent and trauma informed manner.

In response to Resource Parents need for practical strategies to support the care of children in foster care and improve placement stability, a trauma informed parenting series "Healing the Hurt Child" was introduced through DSS's Resource Family program.

To provide additional support beyond classroom learning and increase access to practical tools, DSS contracted a leading clinician in the community with extensive experience in Attachment, Trauma and Emotional Regulatory Therapy to develop a web-based Trauma Informed Toolkit. This resource is continually refined to incorporate advances in the field of trauma and provides an array of practical strategies for parents, educators, social workers and other community partners. The Trauma Informed Toolkit was presented at CWDA in 2017 in collaboration with SLOCOE, and is available to every member of the community at no cost.

In 2018, the Department also collaborated with SLOCOE to launch a Trauma Informed Practice in Schools (TIPS) Program. This training was presented by the Foster and Homeless Youth coordinator, the DSS Program Manager overseeing trauma and a principal of a local junior high school. To support program sustainability the TIPS Collaborative coordinated a Train the Trainer and certified twenty-five education partners.

Given notable program development and positive reception by the community, TIPS remains a high priority for DSS, with continued focus on the delivery of trauma informed parenting and social work education, the identification and growth of trauma informed services for children and youth, and the ongoing collaboration across systems, these will remain priorities in 2020.

Five-Year SIP Chart

PRIORITY OUTCOME DATA MEASURE OR SYSTEMIC FACTOR

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

This measure reflects the number of placement moves per thousand days during a twelve month period.

National Standard: <4.12 placement moves

CSA Baseline Performance: 6.06 (Q3, 2018). According to Q3 2019 Data Report, shows 172 placement movements over a 32,313-day period. Base number is measured per thousand days which equates to percentage of 5.34, missing the National goal of 4.12 in 2019 by 1.22 placement moves

Target Improvement Goal:

The target improvement goal is to meet or exceed the national standard of 4.12 placement moves. 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, the Department expects the goal will be met incrementally over the five-year period, resulting in meeting the national standard of 4.12 placement moves.

5-year plan:

Year 2 (June 10, 2021 – June 9, 2022): ≤ 5.14 moves

Year 3 (June 10, 2022 – June 9, 2023): ≤4.8 moves

Year 4 (June 10, 2023 – June 9, 2024): ≤4.46

Year 5 (June 10, 2024 – June 9, 2025): ≤4.12

Priority Systemic Factor: Staff, Caregiver, and Service Provider Training Systemic Factor

County Training and Developing Programs

The CWS Training Program Manager coordinates with supervisors and social workers to provide induction, ongoing, and specialized trainings. In addition to collaborating with child welfare academies, the agency also has the capacity to contract with subject matter experts to provide training to Child Welfare staff and community partners.

The County has developed several programs to support continuous improvement of the results for this systemic factor. SOP 101 and CFT Trainings are provided on a recurrent basis for social workers as well as community partners. CFT trainings increase collaboration toward improved outcomes and integrate the principals and framework of Safety Organized Practice (SOP) into practice. Both agency and external partners continue to send new hires to these trainings. DSS continuously engages community partners including but not limited to Probation, Behavioral Health, SLOCOE,

FFA's, CASA, Drug and Alcohol Services, Public Health, RISE, and Stand Strong to participate in these trainings in order to improve CFT collaboration.

Additionally, CFT case planning meetings prior to disposition bring the team together to support comprehensive assessment to ensure behaviorally specific case plans that are the most responsive to the needs of the children and family are developed. DSS has provided staff and community training on CFTs since 2016; however, it was determined that the community CFT training had reached a high saturation level and that the focus of the training needed to shift to training CFTs within the Integrated Core Practice Model (ICPM) framework. This new training will develop a greater understanding of practice components within the ICPM and will support ongoing skill development for staff and community partners across agencies. This strategy will focus on continuous quality improvement and revision updates to SOP modules as needed to support continued skill development and practice integration.

Child Welfare established a SOP Training Team and Coaching for Coaches: This internal workgroup meets monthly to assess training needs for the department and community. Staff are invited to participate to receive specialized training to become an SOP coach for the department. Each unit in the department selects a minimum of one staff to be the lead for SOP in their respective units. This supports ongoing mentorship, specialized training, and program implementation.

Identify and Support the Treatment of Emotional Trauma

The county provides the following training resources for staff and other providers to identify and support the treatment of emotional trauma, including emotional trauma associated with a child's maltreatment and removal from home by contracting with national and local subject matter experts such as Jules Alvarado and Ron Huxley. Examples of such trauma informed trainings include:

- **Supporting Placement Stability from Chaos to Calm:** Jules Alvarado, an expert in trauma informed care, emotional regulatory healing, former child welfare supervisor, and foster parent of over 400 children, provided a virtual training for CWS staff and Resource Parents. This training focused on the neuroscience of trauma, the importance of self-regulation and strategies to support children through trauma responses. Additionally, the same training modified through the lens of the juvenile dependency was presented to juvenile court partners. These trainings have been recorded and will be available for existing and future staff to watch to support practice.
- **Trauma Informed Parent Coaching:** CWS contracted with attachment, permanency, and trauma informed practice expert Ron Huxley, LMFT to provide targeted parent coaching to families, specifically those who are identified in need in our Emergency Response or in the Voluntary Family Maintenance (VFM) program. This resource is particularly targeted to support parenting of adolescent and teenagers, as there is an identified need. Ron Huxley is also providing monthly resources from the Trauma Toolbox he developed for SLO County that will be included in the Parent Empowerment Newsletter for Resource Parents and social workers. This contract is currently limited, however, the response received from staff and families has been positive and CWS is working to expand this service as a long-term resource.

Addressing Cultural Needs

The department also arranged a 3 part training series on Racism for DSS staff presented by Dr. Kenneth V. Hardy. Dr. Kenneth V. Hardy Ph.D. is a clinical and organizational consultant at the Eikenberg Institute for Relationships in New York, NY where he also serves as Director. He provides Racially Focused Trauma Informed training, executive coaching, and consultation to a diverse network of individuals and organizations throughout the United States and abroad. He is a former Professor of Family Therapy at both Drexel University in Philadelphia, and Syracuse University in New York, and has also served as the director of Children, Families, and Trauma at the Ackerman Institute for the Family in New York, NY.

- The 3-part training series includes:
- Becoming and Being a Cross Racial Ally
- Tips and Tactics for Talking about Race: A Toolkit for Leadership
- Understanding and Addressing Racial Trauma
- A training was provided to Resource Parents and CWS staff titled "Understanding and Addressing Racial Trauma: Parenting and Supporting Children and Teens in Care".

Skill Development of New and Existing Staff

In addition to the trainings, a Child Welfare Leadership meeting is held monthly to ensure leadership is informed of new initiatives, laws and policy, and local trends to support staff skill development. Information and trainings are then shared with CWS staff via a general staff meeting and program specific workgroups.

Monitoring Skill Development

The department has an internal Staff Training Database that is housed with Staff Development Administrative Assistants to monitor CWS staff training compliance, which includes the California Common Core Training. We are in the process of entering all new training verifications into the State Training Database, and although it is not operational at the moment, the State Training Database will be our primary source of tracking training attendance. An attendance record is collected at each training or presentation and the information is manually entered into the State Training Database. This also ensures the competency of social workers, placement officers, supervisors, managers, and administrators.

Training and Supervision of County Staff

The agency utilizes staff monthly meetings, coaching observations, and monthly measures to monitor the skill development of new and experienced staff.

County's Capacity to Provide Training to Service Providers and Other Subcontractors

The agency opens training to our service providers and other subcontractors as much as to ensure universal practice.

CSA Baseline Performance: Although we provided several specialized training for 2019, we provided several of the same training topics. Our 2019 baseline is 2 new specialized trainings.

Target Improvement Goal: Provide quality training focused on giving staff tools they require to meet the needs of our community, and in particular, those who are most at risk of abuse. 5-year plan:

5-year plan:

Year 2 (June 10, 2021 – June 9, 2022): Administer at least 2 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

Year 3 (June 10, 2022 – June 9, 2023): Administer at least 2 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

Year 4 (June 10, 2023 – June 9, 2024): Administer at least 3 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

Year 5 (June 10, 2024 – June 9, 2025): Administer at least 3 specialized training geared to providing Social Workers tools needed to provide quality assistance to the community.

Priority Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment and Retention

The department RFA social workers follow policy, procedure and regulation to ensure that resource homes meet all required standards, including home and grounds inspections, criminal record clearance and training requirements. Staff track resource family applicants and the associated requirements to ensure compliance with Title IV-E Funding.

Compliance with requirements for a criminal record clearance.

- It is the policy of the Department that Live Scans will be completed within 5 days of placement into a Relative or NREFM (Non-Relative Extended Family Member) home and prior to the completion of Resource Family Home approval. It is the responsibility of the RFA Social Worker (SW) to ensure that all Live Scans are completed for all adults, over the age of 18 who live in the home or will have substantial contact with the child. In addition, any child over the age of 14, whom the Placing Social Worker (SW) suspects may have a criminal history, must have a Live Scan completed.

Collaboration with local tribes for the placement of children in tribally approved homes.

- There are no federally recognized tribes in SLO County. However, there are three tribes considered local by the Native American Heritage Commission: Salinan, Chumash, and

Yokut. CWS complies with the requirements of the Indian Child Welfare Act (ICWA), Senate Bill (SB) 678, Bureau of Indian Affairs (BIA) guidelines and the California rules of court 5.480 to 5.487 in all referrals and cases involving Native American children who are/or may be eligible for membership in a federally recognized tribe. CWS staff also work with all non-federally recognized tribes and Native American children who are not eligible for membership in a tribe.

General licensing, recruitment, and retention processes

Process by which County of San Luis Obispo - DSS recruits, trains, and supports resource families and include any new strategies and initiatives.

- The need for Resource Families to provide short and long-term placement stability continues to be a primary focus for the county. Especially homes that provide a specialized level of services (Intensive Services Foster Care, Options for Recovery, and Professional Parenting). These types of placements are for high needs youth and are alternative to Short-Term Residential Therapeutic Program (STRTP). Due to COVID gathering restrictions, we have not been able to hold our typical recruitment events in the community to promote becoming a Resource Family; such as visiting churches, hosting informational booths at farmer's markets or giving presentations at community events. Our efforts to recruit families has moved to a more virtual platform, by utilizing public service announcements (radio and news), social media campaigns and targeted recruitments with agencies who serve youth with particular support needs (i.e. sibling groups, LGBTQ+, etc.) We continue to work with faith-based communities, but rather than attend services and distribute information, we are utilizing bulletins and church websites to post the need for homes. In order to support our recruitment efforts of securing homes for teens ages 11-18 and sibling groups, we are developing a recruitment campaign that is a collaborative effort with our county elected officials. We have developed infographics and a press packet that will be distributed to local elected officials, so they can further spread the word about the need for homes for these hard to place populations. Due to staffing shortage, the department has had to put our Child Specific Recruitment Strategy on hold (Primary recruitment staff was reassigned as a disaster service worker at the County Phone Assistance Center to support the efforts of COVID recovery).

Support services and resources available to caregivers in the county. The department offers many different supportive services and resources to caregivers, including;

- Foster care website, which contains valuable information and resources
- Foster support unit, which offers enhanced retention and support of resource families, improvement of placement stability, streamlining of access to needed supports, enhanced collaboration and relationships with resource families and supporting of the workload of our social workers and probation officers
- Quality Parenting Initiative (QPI)
- Specialized training opportunities for caregivers and families
- Respite Care
- Enrichment activities for foster youth and resource families

Methods used to evaluate the effectiveness of the process.

- The department staff responsible for recruitment and retention of resource families, meets on a monthly basis to ensure continuity, and consistency among practice. Statistics are kept on the number of individuals who inquire about becoming a resource family and they are tracked throughout the process. We capture those who are approved, those who withdraw and those who wish to not proceed with an application. In addition, we track the reason for their discontinuance.

Placement resources

Efforts the County of San Luis Obispo - DSS has made to address the needs of special populations, such as older children, foster youth with nondependent children, youth, sex offenders, and/or children with special needs, for which placement resources are limited.

- The department manages recruitment strategies that are specifically targeting special needs populations, including teens, sibling groups, LGBTQ+ youth and ISFC homes. We use a targeted recruitment strategy, which involves reaching out to specific groups of individuals who may have a vested interest in caring for youth who align with their mission and values.
- The implementation of the Level of Care rates have helped to support resource homes in ensuring that the youth are assessed based on their individual needs and the resource family receives the payment that is required to support them.

Baseline Performance: Recruited 4 homes willing to take 11-17 years old.

Target Improvement Goal: Recruit unmatched resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

5-year plan:

Year 2 (June 10, 2021 – June 9, 2022): Recruit 4 unmatched resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

Year 3 (June 10, 2022 – June 9, 2023): Recruit 4 unmatched resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

Year 4 (June 10, 2023 – June 9, 2024): Recruit 5 unmatched resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

Year 5 (June 10, 2024 – June 9, 2025): Recruit 6 unmatched resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.

Priority Outcome Measure or Systemic Factor: P2 Permanency in 12 months (in care 12 – 23 months) – Probation

This measure reflects the number of youth who had been in care between 12 and 23 months who were discharged to permanency within 12 months

National Standard: <43.60 Permanency in 12 months (in care 12-23 months)

CSA Baseline Performance: 0.00

The 2018 Q3 U.C. Berkeley data indicated that Probation had six youth who had been in care for twenty-three months, of which zero attained permanency within twelve months. The Q3 2019 U.C. Berkeley data indicated that Probation had three youth who had been in care for twelve to twenty-three months, of which zero attained permanency within twelve months.

Target Improvement Goal:

The target improvement goal is to meet or exceed the national standard of 43.60 permanency in 12 months (in care 12-23 months). Probation anticipates it will take two years before the two selected strategies begin showing measurable impacts for youth being discharged into permanency within 12 months (in care 12-23 months). Therefore, Probation expects the goal will be met incrementally over the five-year period, resulting in meeting the national standard of 43.60 permanency in 12 months (in care 12-23 months).

5-year plan:

Year 2 (June 10, 2021 – June 9, 2022): ≤ 7.26 discharged to permanency within 12 months

Year 3 (June 10, 2022 – June 9, 2023): ≤ 18.16 discharged to permanency within 12 months

Year 4 (June 10, 2023 – June 9, 2024): < 32.69 discharged to permanency within 12 months

Year 5 (June 10, 2024 – June 9, 2025): < 43.60 discharged to permanency within 12 months

STRATEGY TABLE

<p>Strategy 1: CWS</p> <p>Improve retention of workers within the Family Maintenance/Reunification units by providing consistent training and coaching identified by staff.</p>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Systemic Factor: Staff, Caregiver, and Service Provider Training Systemic Factor	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
<p>A. Identify opportunities for continual staff development through social worker, supervisor and manager suggestion, which will foster personal and professional growth, thereby increasing job satisfaction and preparing staff for promotion and advancement.</p>	July 2021	June 2022	CWS Program Manager FM/FR Supervisors FM/FR Program Review Specialist FM/FR Social Workers
<p>B. Establish clear ongoing goals as identified by social workers, supervisors and managers, referencing regulations, statutes, and P&Ps; SDM and Safe Measures; UCB data; and CMS/BI reports for Family Maintenance/Family Reunification program; utilize established Leadership, Management and Supervisor meetings to assess and review social worker satisfaction and retention across programs by social worker self-report and</p>	January 2023	December 2023	CWS Program Manager FM/FR Supervisors FM/FR Program Review Specialist

feedback from supervisors and managers.			
C. Provide social worker, supervisor and manager requested Sexual Orientation Gender Identity Expression (SOGIE) training to social workers, supervisors and managers.	October 2021	October 2022	CWS Program Manager Training Program
D. Provide social worker, supervisor and manager requested Family Engagement and Concurrent Planning trainings to support improved outcomes of safety, permanence and well-being.	September 2020	September 2022	CWS Program Manager FM/FR Supervisors FM/FR Program Review Specialist
E. Coordinate Engaging Father training to identify tools and strategies to support fathers involved with CWS and improve outcomes of safety, permanence, and well-being.	June 2022	June 2023	CWS Program Manager Program Review Specialist
F. Following completion of trainings, utilize employee satisfaction surveys of attendees to assess efficacy and determine need for additional training supports.	June 2022	January 2023	CWS Program Manager Program Review Specialist
G. Track training attendance by creating quarterly attendance reports and follow up with social workers and supervisors.	June 2022	January 2023	CWS Program Manager Program Review Specialist
Strategy 2: CWS Implement specialized training to support early and ongoing assessment of children.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s):	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	P5: Placement Stability	
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:

<p>A. Continued implementation of SOP and CANS, including module trainings, coaching sessions and integration of fidelity tools to assess baseline measures for managers, supervisors, and line and inform program development over time.</p>	<p>June 2021</p>	<p>Dec 2023</p>	<p>CWS Program Manager Program Review Specialists</p>
<p>B. Support new dedicated staff CFT Facilitator position to facilitate front end CFTs and particularly complex or volatile cases, including developing a CFT policy and procedure for staff to utilize.</p>	<p>June 2020</p>	<p>Dec 2023</p>	<p>CWS Program Manager Program Review Specialists</p>
<p>C. Track training participation rates, qualitative review of SOP, CANS, and CFT implementation during supervision, utilize SOP fidelity tool (CalSWEC), track CFT completion rates via SafeMeasures and internal reports.</p>	<p>October 2023</p>	<p>October 2024</p>	<p>Program Review Specialist CWS Social Worker Supervisors CWS Program Manager</p>
<p>Strategy 3: CWS Improve youth placement stability with a focus ages ten through eighteen years old by strengthening engagement, collaboration, and support.</p>	<p><input type="checkbox"/> CAPIT</p>	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s): P5: Placement Stability</p>	
	<p><input type="checkbox"/> CBCAP</p>		
	<p><input type="checkbox"/> PSSF</p>	<p><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project</p>	
	<p><input checked="" type="checkbox"/> N/A</p>		
<p>Action Steps:</p>	<p>Implementation Date:</p>	<p>Completion Date:</p>	<p>Person Responsible:</p>
<p>A. Collaborate with California Department of Social Services (CDSS) to engage resource parents via the Akido Pulse Survey to prioritize supports and resources.</p>	<p>June 2020</p>	<p>June 2021</p>	<p>QPI Program Manager Staff Development Family Support Unit</p>
<p>B. Expand the Quality Parenting Initiative (QPI) workgroup to include additional community stakeholders. This includes mental health professionals, local</p>	<p>June 2020</p>	<p>Ongoing</p>	<p>QPI Program Manager Staff Development</p>

educators, and family advocates to establish cross-training opportunities and strengthen collaboration.			Family Support Unit
C. Establish a workgroup for youth serving professionals and caregivers of adolescents and older youth to improve relationships between caregivers and staff, youth engagement, access to supports/resources.	June 2022	Ongoing	QPI Program Manager Staff Development Family Support Unit
D. Collaborate with the County of San Luis Obispo Youth Task Force to increase initiatives and supports for establishing permanent connections for youth in the community.	April 2021	June 2022	QPI Program Manager Staff Development Family Support Unit
E. Update County of San Luis Obispo QPI policy and practice to align with Integrated Core Practice to improve placement stability and permanency for youth in care.	July 2021	June 2023	QPI Program Manager Staff Development Family Support Unit
F. Establish ongoing engagements and evaluations such as town hall meetings, workgroups, and surveys.	July 2020	Ongoing	QPI Program Manager Staff Development Family Support Unit
Strategy 4: CWS Increase the number of resource family homes for youth ages 11-17, by developing and utilizing creative outreach and recruitment strategies.	<input checked="" type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P5: Placement Stability Systemic Factor: Foster and Adoptive Parenting Licensing and Recruitment and Retention	
	<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:	Completion Date:	Person Responsible:

<p>A. Draft letters of need for homes that may be able to connect with a youth in care based on a commonality (such as identity, religion, extra-curricular activity, or career interest) and focus outreach on communities with members that support the need (GALA, specific churches, 4-H, etc.)</p>	<p>March 2020</p>	<p>September 2022</p>	<p>CWS Program Manager Social Worker Supervisor Program Review Specialist Social Worker</p>
<p>B. Identify myths and challenges associated with bringing a teen into the home and create flyers and infographics to share facts with the community that dispel misconceptions potential foster parents have about teens and teens have about foster parents.</p>	<p>July 2020</p>	<p>June 2022</p>	<p>CWS Program Manager Social Worker Supervisor Program Review Specialist Social Worker</p>
<p>C. Develop and make readily available, specialized presentations for resource parents who are interested in fostering children ages 11-17, with a focus on traumatic stress and ways to increase their own emotional regulation.</p>	<p>July 2020</p>	<p>June 2025</p>	<p>CWS Program Manager Social Worker Supervisor Program Review Specialist</p>
<p>D. Implement Trauma Informed Parent Coaching Program for resource families with Ron Huxley for resource families to provide one on one parent coaching that will support individual parenting challenges and connect families to practical tools and resources.</p>	<p>July 2021</p>	<p>June 2022</p>	<p>CWS Program Manager Program Review Specialist</p>
<p>E. Implement the Youth Engagement Program (YEP) to enhance youth voice in program and policy development.</p>	<p>January 2020</p>	<p>June 2022</p>	<p>CWS Program Manager Program Review Specialist</p>
<p>F. Develop and coordinate <i>Supporting Placement Stability from Chaos to Calm</i> Training for</p>	<p>October 2020</p>	<p>October 2021</p>	<p>CWS Program Manager Program Review</p>

Resource Parents, social workers and judicial partners to develop shared understanding of the impact of trauma and practical tools and strategies to support placement stability.			Specialist
Strategy 1: Probation Develop a specialized foster home for high needs probation foster youth or youth transitioning out of the Coastal Valley Academy	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1: Permanency in 12 Months (Entering FC) P2: Permanency in 12 Months (In Care 12-23 Months) P3: Permanency in 12 Months (In Care 24 Months or More)	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
A. Create a work group to plan for specialized probation foster home (capacity, treatment components, funding resources, etc...)	September 2021	March 2022	Juvenile Services Division Chief Deputy Probation Officer (CDPO)
B. Research and visit existing specialized probation foster homes (such as in Napa County)	December 2021	March 2022	Juvenile Services Division (CDPO)
C. Complete program description and release Request for Proposal (RFP) as needed	March 2022	May 2022	Juvenile Services Division (CDPO)
D. Select provider from RFP process and initiate planning for program start date	June 2022	December 2022	Juvenile Services Division (CDPO)
E. Start accepting youth in specialized probation foster home	January 2023	Ongoing	Juvenile Services Division (CDPO)
F. Monitor utilization of home by incorporating usage data into existing internal ProbationStat	March 2023	Ongoing	Juvenile Services Division (CDPO)

process. ProbationStat is a comprehensive review of probation related data for quality assurance purposes at quarterly intervals.			
Strategy 2: Probation Improve family connections by enhancing Family Finding and Child and Family Teaming	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF	Applicable Outcome Measure(s) and/or Systemic Factor(s): P1: Permanency in 12 Months (Entering FC) P2: Permanency in 12 Months (In Care 12-23 Months) P3: Permanency in 12 Months (In Care 24 Months or More)	
	<input type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	Action Steps:	Implementation Date:	Completion Date:
A. Provide Probation Placement Unit Senior Deputy Probation Officer with specialized Family Finding training	January 2022	July 2022	Probation Placement Unit Supervising Deputy Probation Officer (SDPO)
B. Initiate Family Finding Efforts (FFE) at intake/investigations for all cases	July 2022	Ongoing	Probation Placement Unit SDPO Probation Court Unit SDPO
C. Train two (2) Deputy Probation Officers to be Child and Family Team (CFT) facilitators	July 2021	December 2021	Juvenile Services Division CDPO
D. Implement Child and Family Teams (CFTs) for youth under court ordered supervision (who are not already participating in CFTs due to foster care, Coastal Valley Academy or specialty mental health services)	January 2022	Ongoing	Juvenile Services Division CDPO

E. Monitor CFT compliance (team creation and meeting frequency) as part of quarterly ProbationStat meeting using already existing data from Probation case management system Monitor.	January 2022	Ongoing	Juvenile Services Division CDPO
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Service Provision for CAPIT/CBCAP/PSSF Programs

(1) DATE SUBMITTED: 6/10/20	(2) DATES FOR THIS WORKBOOK: 07/01/20	Thru: 6/30/21	(3) DATE APPROVED BY OCAP
(4) COUNTY: San Luis Obispo	(5) PERIOD OF SIP: 6/10/15 Thru: 6/20/20	(6) YEARS: 6	Internal Use Only

(7) <u>ALLOCATION</u> (Use the latest Fiscal or All County Information Notice for Allocation):	CAPIT: \$ 68,299.00	CBCAP: \$15,784.00	PSSF: \$178,675
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No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	<u>CAPIT</u>		<u>CBCAP</u>		<u>PSSF</u>						<u>OTHER SOURCES</u>	<u>NAME OF OTHER</u>	<u>TOTAL</u>
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time-Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	S.A.F.E. System of Care		CAPSLO		\$63,420		\$0		\$25,623	\$25,623	\$25,623	25,623	\$102,492		\$89,433	Mental Health, Preventive Health Grant Private Foundations	\$255,345

No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time-Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I

	S.A.F.E. System of Care		CAPSLO		\$4,878		\$0		\$1,971	\$1,971	\$1,971	\$1,971	\$12,762		\$6,879	Mental Health, Preventive Health Grant Private Foundations	\$19,642
3	Promotors' Collaborative	Parent Leadership	CFS		\$0		\$15,784		\$0	\$0	\$0	\$0	\$0		\$124,400	Corporate First 5 Individual Donations Santa Mente Foundation Lupus Foundation Food Bank of San Luis Obispo	\$140,184

																Tri-Counties Regional Center	
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CAPIT & PSSF

PROGRAM DESCRIPTION

PROGRAM NAME

Community Action Partnership of San Luis Obispo (CAPSLO) Services Affirming Family Empowerment (SAFE) System of Care (Line 1 on the Expenditure Workbook)

SERVICE PROVIDER (S)

Community Action Partnership of San Luis Obispo (CAPSLO)

PROGRAM DESCRIPTION

The SAFE System of Care (SOC) sites are housed at the six Family Resource Centers (FRC) located throughout San Luis Obispo. The SAFE SOC is primarily delivered by Family Advocates. These Family Advocates work within the FRCs and are integrated into most of the local sites. All the Family Advocates are trained by local Mental Health practitioners to provide a trauma informed response and services. As a prominent member of the social services network, CAPSLO collaborates with the Department of Social Services, Juvenile Probation, and other organizations, as well as local nonprofits to serve children and families within their own communities. The FRC Family Advocates provide a variety of trauma informed services, including but not limited to case management, self-sufficiency resources, health and mental health access assistance, family and individual counseling referrals, multi-disciplinary team decision making meetings and information and referral services to social services agencies.

The SAFE Family Advocates provide three levels of services based on the family's needs.

- First Level: Community Service - consists of walk-ins or self-referred clients. The family provide short term assistance to address the immediate needs of the client(s).
- Second Level: Information and Referral – consist of family advocate interventions to assist families with multiple needs. The family advocate may provide the assistance or refer the family to another agency to address the family's needs.
- Third Level: Case Management –consist of an intake screening, an in-depth assessment of the family's needs, and establish a trauma informed case plan based on the family's resources and needs. The family advocate will meet regularly with the family. The family's progress is monitored throughout the life of the case at 90-day intervals utilizing the Self-Sufficiency Matrix.

Note: The families may transition amongst the three levels identified above based on their needs.

Family Advocates collaborate with community providers to provide the following:

- Department of Social Services to assist the family in accessing CalWORKs, Cal Fresh, and Medi-Cal.
- RISE and Stand Strong to coordinate Domestic Violence Services
- Health Navigators and Public Health to provide referrals for health services at local Community Health Centers for Health Services
- Housing Authority of SLO (HASLO) and county-wide Homeless Coalitions to arrange for Housing Services
- Youth Partner to assist youth in navigating public and private systems of care
- Seneca Family of Agencies to assist caregivers, relatives, and kin with family respite care and counseling
- Behavioral Health to assist the parents in accessing services/treatment relating to Substance Abuse Services and Mental Health treatment
- SAFE Meetings to support the family in following through on case plans and locating resources
- County-wide school districts to provide local advocacy resources for students and their families.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	<ul style="list-style-type: none"> - Prevention/Early Intervention Case Management - Basic Needs/Concrete Supports - Home Visiting (0-5 age group) - Parenting Education - Transportation - Translation Assistance - Coordination of Youth Teen Task Force - Outreach presentations to CWS Social Workers, Juvenile Probation Officers, Educators, and other local services providers
OTHER Source(s): (Specify)	Department of Social Services:

<p>Department of Social Services Mental Health Service Act (MHSA) SLO County Preventative Health Grant Dignity Health, The Community Foundation, Wells Fargo, Center for Family Strengthening Department of Housing and Urban Development(HUD)</p>	<ul style="list-style-type: none"> - Family Advocate - Differential Response <p>Mental Health (MHSA):</p> <ul style="list-style-type: none"> - Health Navigators <p>SLO Preventative Health Grant:</p> <ul style="list-style-type: none"> - Parenting Education <p>HUD & Homeless Services Coalition of North & South County:</p> <ul style="list-style-type: none"> - Housing Services <p>Dignity Health, The Community Foundation, Wells Fargo, Center for Family Strengthening:</p> <ul style="list-style-type: none"> - Promotores Collaborative - The Community Foundation: - Family Basic Needs/Concrete Supports
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IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Spanish-language parenting programs and resources as the northern and southern regions of the county contain the highest proportion of Spanish speaking residents.
- Affordable housing remains a significant barrier to many of SLO County's residents.
- More access to services and basic needs in the northern and southern regions of the county as families need advocacy and concrete support services.
- Identifying and serving more children with disabilities.
- Reduce the prevailing countywide trend of unaccompanied minors and homeless youth.
- Increase access to drug and alcohol services and mental health treatment.
- Family Violence Prevention and Intervention training and resources.
- Decrease substantiation rate in the zero- to five-year-old range.
- Services specific to supporting foster children and resources families.
- Minimize potential ethnic and racial disparity.
- Increase permanent connections for youth and older teens.
- Increase shelter care resources that can meet special needs and maintain community connections.
- Increase serves and resources for teen parents.
- Aftercare and post-reunification follow-up.
- Increase father engagement and involvement.

TARGET POPULATION

CWS and/or non-CWS families; vulnerable families with children zero to eighteen; low-income families; foster and adoptive families in support of placement stability; families transitioning from Differential Response-Community Response; and families identified at risk for child abuse or other forms of family violence.

TARGET GEOGRAPHIC AREA

Countywide

TIMELINE

Request for Proposal Timeline will be July 1, 2022 through June 30, 2023.

County of San Luis Obispo will be releasing a new CAPIT/PSSF Request for Proposals in May 2021.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Family Resource Center will assist families to improve upon their current situation and establish community supports	80% of Family Resource Center families will report an improvement in the family's well-being as demonstrated in the results of a survey that gauges family stress, increase in community services, and connectedness.	<ul style="list-style-type: none"> - Survey - Providers Progress Report 	<ul style="list-style-type: none"> - Quarterly - Yearly
Sixty families will be provided individual case management and education on budgeting, child development, positive parenting, stress reduction, and child health, nutrition, and well-being.	At the ninety-day assessment period, 85% of the families will show improvements in stability.	<ul style="list-style-type: none"> - Providers Progress Report 	<ul style="list-style-type: none"> - Quarterly - Yearly

A minimum of ten parenting classes to promote healthy marriages, strengthen parent-child relationships, increase knowledge of child development, and increase awareness of issues.	Post surveys will show 85% of families report less stress in the home and an increased knowledge of parenting and relationship skills. At least two classes will be targeted for Resource Families.	<ul style="list-style-type: none"> - Providers Progress Report - Site Visit 	<ul style="list-style-type: none"> - Quarterly - Yearly
Provide resources and connections for at-risk adolescents, unaccompanied minors, and CSEC victims.	Up to ten adolescents and young adults will be engaged and served to help them establish community connections and resources.	<ul style="list-style-type: none"> - Providers Progress Report - Site Visit 	<ul style="list-style-type: none"> - Quarterly - Yearly
Father Engagement –at least three workshop groups will be held for fathers only. Each workshop will include 8 sessions and up to 15 fathers per session.	75% of fathers shall gain knowledge and information regarding SAFE and other community-based services.	<ul style="list-style-type: none"> - Providers Progress Report - Site Visit 	<ul style="list-style-type: none"> - Quarterly - Yearly
SAFE Family Advocates will collaborate with DSS staff to support Resource Families and Adoptive Families with supports and community resources.	80% of the resource parents who receive services will show an increase in knowledge and/or an improvement in the relationship with the child	<ul style="list-style-type: none"> - Providers Progress Report - Site Visit 	<ul style="list-style-type: none"> - Quarterly - Yearly
SAFE Family Advocates will provide case management services for family preservation	80% of the children not living with their biological parent, remaining in their stable living situation.	<ul style="list-style-type: none"> - Providers Progress Report - Site Visit 	<ul style="list-style-type: none"> - Quarterly - Yearly

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
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Client Satisfaction Survey	Completed by all families participating in the parenting classes (pre & post)	Surveys are reviewed by the Coordinator and shared with staff	Agency uses for quality improvement purposes.
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PSSF

PROGRAM DESCRIPTION

PROGRAM NAME

Community Action Partnership of San Luis Obispo (CAPSLO) Services Affirming Family Empowerment (SAFE) System of Care (Line 2 on the Expenditure Workbook)

SERVICE PROVIDER (S)

Community Action Partnership of San Luis Obispo (CAPSLO)

PROGRAM DESCRIPTION

The SAFE System of Care (SOC) sites are housed at the six Family Resource Centers (FRC) located throughout San Luis Obispo. The SAFE SOC is primarily delivered by Family Advocates. These Family Advocates work within the FRCs and are integrated into most of the local sites. All of the Family Advocates are trained by local Mental Health practitioners to provide a trauma informed response and services. As a prominent member of the social services network, CAPSLO collaborates with the Department of Social Services, Juvenile Probation, and other organizations, as well as local nonprofits to serve children and families within their own communities. The FRC Family Advocates provide a variety of trauma informed services including but not limited to case management, self-sufficiency resources, health/mental health access assistance, family and individual counseling referrals, multi-disciplinary team decision making meetings and information and referral services to social services agencies.

The SAFE Family Advocates provide three levels of services based on the family's needs.

- First Level: Community Service - consists of walk-ins or self-referred clients. The family advocates provide short term assistance to address the immediate needs of the client(s).
- Second Level: Information and Referral - consist of family advocate interventions to assist families with multiple needs. The family advocate may provide the assistance or refer the family to another agency to address the family's needs.

- Third Level: Case Management –consist of an intake screening, an in-depth assessment of the family's needs, and establish a trauma informed case plan based on the family's resources and needs. The family advocate will meet regularly with the family. The family's progress is monitored throughout the life of the case at 90-day intervals utilizing the Self-Sufficiency Matrix.

Note: The families may transition amongst the three levels identified above based on their needs.

Family Advocates collaborate with community providers to provide the following:

- Department of Social Services to assist the family in accessing CalWORKs, Cal Fresh, and Medi-Cal.
- RISE and Stand Strong to coordinate Domestic Violence Services
- Health Navigators and Public Health to provide referrals for health services at local Community Health Centers for Health Services
- SLO Housing Authority and county-wide Homeless Coalitions to arrange for Housing Services
- Youth Partner to assist youth in navigating public and private systems of care
- Seneca to assist caregivers, relatives, and kin with family respite care and counseling
- Behavioral Health to assist the parents in accessing services/treatment relating to Substance Abuse Services and Mental Health treatment
- SAFE Meetings to support the family in following through on case plans and locating resources
- County-wide school districts to provide local advocacy resources for students and their families.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT/PSSF	<ul style="list-style-type: none"> - Prevention/Early Intervention Case Management - Basic Needs/Concrete Supports - Home Visiting (0-5) - Parenting Education - Transportation - Translation Assistance - Coordinate Youth Teen Task Force

	<ul style="list-style-type: none"> - Outreach presentations to CWS Social Workers, Juvenile Probation Officers, Educators, and other local services providers
<p>OTHER Source(s): (Specify)</p> <p>Department of Social Services</p> <p>Mental Health (MHSA)</p> <p>SLO County Preventative Health Grant</p> <p>Dignity Health, The Community Foundation, Wells Fargo, Center for Family Strengthening</p> <p>Department of Housing and Urban Development (HUD)</p>	<p>Department of Social Services:</p> <ul style="list-style-type: none"> - Family Advocate - Differential Response <p>Mental Health (MHSA):</p> <ul style="list-style-type: none"> - Health Navigators <p>SLO Preventative Health Grant:</p> <ul style="list-style-type: none"> - Parenting Education <p>HUD & Homeless Services Coalition of North & South County:</p> <ul style="list-style-type: none"> - Housing Services <p>Dignity Health, The Community Foundation, Wells Fargo, Center for Family Strengthening:</p> <ul style="list-style-type: none"> - Promotores Collaborative - The Community Foundation: - Family Basic Needs/Concrete Supports

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- Spanish-language parenting programs and resources as the northern and southern regions of the county contain the highest proportion of Latino residents.
- Affordable housing remains a significant barrier to many of SLO County's residents.
- More access to services and basic needs in the northern and southern regions of the county as families need advocacy and concrete support services.
- Identifying and serving more children with disabilities.
- Reduce the prevailing countywide trend of unaccompanied minors and homeless youth.
- Increase access to drug and alcohol services and mental health treatment.
- Family Violence Prevention and Intervention training and resources.
- Decrease substantiation rate in the zero- to five-year-old range.
- Services specific to supporting foster children and resource families.
- Minimize potential ethnic and racial disparity.
- Increase permanent connections for youth and older teens.

- Increase shelter care resources that can meet special needs and maintain community connections.
- Increase services and resources for teen parents.
- Aftercare and post-reunification follow-up.
- Father engagement and involvement.

TARGET POPULATION

CWS and/or non-CWS families; vulnerable families with children zero to eighteen; low-income families; foster and adoptive families in support of placement stability; families transitioning from Differential Response-Community Response; and families identified at risk for child abuse or other forms of family violence.

TARGET GEOGRAPHIC AREA

Countywide

TIMELINE

Request for Proposal Timeline is July 1, 2022 through June 30, 2023.

County of San Luis Obispo will be releasing a new CAPIT/PSSF Request for Proposals in May 2021.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Provide presentations to adoption social workers, youth probation officers, community-based providers, educators, and others on the availability of SAFE supports for Resource Families.	At least ten SAFE Child and Family Team Meetings will occur.	Providers Progress Report	Quarterly Yearly
Families will be referred to Behavioral Services for mental health services	At least twelve individuals/families will be referred to Mental Health for services. As a result, 75%	Providers Progress Report	Quarterly Yearly

	of the referrals will result in family stability.		
Provide specialized parenting education to local Resource Families.	Post surveys will show 80% of resource families report an increase in knowledge and/or an improvement in the relationship with the child(ren).	Providers Progress Report Site Visit	Quarterly Yearly
Provide case management and services to families caring for children not living with their biological parent.	At least 80% of these children will remain with their current caregiver in a stable living situation.	Providers Progress Report Site Visit	Quarterly Yearly

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client Satisfaction Survey	Completed by all families participating in the parenting classes (pre & post)	Surveys are reviewed by the coordinator and shared with staff	Agency uses for quality improvement purposes.

CBCAP

PROGRAM DESCRIPTION

PROGRAM NAME

Promotores Collaborative of SLO County

SERVICE PROVIDER

The Center for Family Strengthening

PROGRAM DESCRIPTION

The Promotores Collaborative of SLO County is a community-based model of outreach that works to eliminate barriers between public and private organizations and underserved minority populations.

Promotores are community volunteers who act as trusted liaisons between the underserved community and the services available to them. It is an emerging prevention and early intervention collaborative that is beneficial to the Latino community with neighbor-to-neighbor outreach activities.

Participants become certified Promotores after completing a 40-hour training which focuses on health education and utilizes community resources.

The Promotores Collaborative main objective is to empower and support Promotores to assist their communities in identifying their own needs, educating themselves, and seeking out resources previously thought to be unavailable or non-existent. This network of Spanish-speaking volunteers play an essential role in bridging Latino families to financial assistance, as well as educational and health services. The group has particularly established strong working relationships with local health centers and the Behavioral Health agencies.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CBCAP	<ul style="list-style-type: none"> • Parent Leadership Training: educate, empower, and support the Promotores Collaborative: forty-hour certification training
OTHER Source(s): (Specify) Mental Health Services Act SLO County Preventative Grant Mental Health Services Act First 5 of SLO County Private Donations	<ul style="list-style-type: none"> • Promotores Mental Health Translation services • Outreach to their community • Translation services at community events • Community presentations • Work alongside agencies to create local policy • Assist families in crisis with services

IDENTIFY PRIORITY NEED OUTLINED IN CSA

- More access to services and basic needs in the northern and southern regions of the county as families need advocacy and concrete support services.
- Increase access to services and concrete support for children and families with disabilities.

- Family Violence Prevention and Intervention training and resources.
- Decrease substantiation rate in the zero- to five-year-old range.
- Increase serves and resources for teen parents.
- Increase permanent connections for youth and older teens.
- Father engagement and involvement.
- Decrease referrals and substation rate for adolescents and older youth.

TARGET POPULATION

- Latino families in underserved and remote regions of SLO County
- Parent Partners identified by SLO County Child Welfare Services, Drug & Alcohol Services, Mental Health Services and other community agencies

TARGET GEOGRAPHIC AREA

Countywide

TIMELINE

Request for Proposal Timeline is July 1, 2022, through June 30, 2023.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Improvement of Social Connections and Community Engagement	Integrate Parent Partner Collaborative with Promotores meetings Promotores and Parent Partners attend 2021 Coastal Tri-Counties Child Abuse Prevention Coalition Parent Leadership event	Roster/Sign-In: attendees Survey attendees for change of attitudes and beliefs Survey attendees for increased knowledge of community engagement	Bi-annually Annually
Increased knowledge of child development and social/emotional needs	Train Parent Partners on five Protective Factors Cafes	Sign-In sheet and certificate of completion Record of attendees	Four Spanish Cafecitos

	Promotores and Parent Partners facilitate five Protective Cafecitos/Cafes	Survey change of attitudes/beliefs and increased knowledge of child development	Four English Cafes
Increased knowledge of community resources	Topic experts from local agencies and community at Collaborative Meetings	Survey for increased knowledge	Quarterly

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Poll Promotores and Parent Parents with online tool	Twice per Year	Analyze findings and incorporate accomplishments, lessons learned into practice	Share survey findings and recommendations for improvement with Collaborative members, agency partners and CFS Board of Directors