

# SANTA BARBARA COUNTY BOARD AGENDA LETTER



Clerk of the Board of Supervisors  
105 E. Anapamu Street, Suite 407  
Santa Barbara, CA 93101  
(805) 568-2240

**Agenda Number:**  
**Prepared on:** 8/2/04  
**Department Name:** Social Services  
**Department No.:** 044  
**Agenda Date:** 8/17/04  
**Placement:** Administrative  
**Estimate Time:**  
**Continued Item:** NO  
**If Yes, date from:**

---

**TO:** Board of Supervisors

**FROM:** Kathy Gallagher, Social Services Director  
Susan J. Gionfriddo, Chief Probation Officer

**STAFF CONTACT:** Michael X. Dean, Deputy Director Social Services  
681-4464

**SUBJECT:** California Child and Family Services Review

---

**Recommendation:** Approve the System Improvement Plan (attached) developed in accordance with Assembly Bill 636 and the California Child and Family Services Review for submission to the California Department of Social Services.

**Alignment with Board Strategic Plan:** The recommendation is primarily aligned with Goal No. 7. A Community that Fosters the Safety and Well-Being of Families and Children.

**Executive Summary and Discussion:** Assembly Bill 636 (Steinberg) established a new Child Welfare Outcome and Accountability System replacing the former Child Welfare Services oversight system which had focused exclusively on regulatory compliance. The California Department of Social Services developed the California Child and Family Services Review to promote improved child welfare services outcomes for children and families statewide. This new system also brought California into alignment with the Federal review process and was a central feature of the Program Improvement Plan the State was required to submit to the Federal government.

The California Department of Social Services, in conjunction with the University of California at Berkeley, developed Outcome Measures in three major areas (Child Safety; Foster Child Permanency and Stability; and Child and Family Well-being) to indicate how each county Child Welfare system in California is performing. These Outcome Measures were to be used by each county as a baseline from which to explore and better understand the impacts of local practices and systemic factors and to use the findings as the basis for developing a county-specific System Improvement Plan.

Santa Barbara County's Self-Assessment was conducted from January – June 2004 and primarily focused on obtaining extensive input from its many public and private partners, believing that their knowledge and

experience were most critical to identifying the strengths and needs in our system. Based on advice and direction from the KIDS Policy Council, the process was centered around four existing groups (KIDS Network, MISC Cross-Agency, the Juvenile Court, and Child Welfare Services Team meetings) that are integrally involved with promoting the well being of children and families in Santa Barbara County. More than one hundred people representing over sixty agencies and organizations took part in the Self-Assessment. The System Improvement Plan Team was comprised of thirty-one people representing seventeen agencies and organizations (participant and invitee lists attached).

The State requirement is that the County's initial System Improvement Plan address any Safety Outcomes identified as needing improvement. There were two Safety Outcomes so identified: Recurrence of Maltreatment (two separate measures) and Rate of Foster Care Re-entry. A third Safety Outcome, Rate of Child Abuse and/or Neglect in Foster Care, was included by the Department of Social Services because of its critical nature and concerns about data and existing procedures. The clear feedback and direction from the Self-Assessment participants and the System Improvement Plan Team led to four Systemic Factors being included: Standardized Findings; Recruitment, Training and Support of Caregivers; Independent Living Program and Resources for Emancipating Youth; and Teamwork with the Juvenile Court. The Department of Social Services added a fifth Systemic Factor, Data Management in the Child Welfare Services/Case Management System, to ensure all data reports accurately reflect the work being done and outcomes being achieved by child welfare staff.

The California Child and Family Services Review designated the County Department of Social Services and County Probation Department as partners in this review process. Since Outcome Measures are still in development for Probation foster youth, this initial Self-Assessment and System Improvement Plan focus primarily on Child Welfare Services. The two areas of greatest overlap and mutual interest for the agencies were placement resources and services for emancipating youth. The System Improvement Plan is a three-year plan with requisite annual updates. The Department of Social Services and Probation Department will reconvene a System Improvement Plan Team annually to review our progress and make adjustments to the plan and to provide an update to the Board of Supervisors, the four groups involved in its initial development and the general community.

**Mandates and Service Levels:** The California Child and Family Services Review was mandated by Assembly Bill 636 (Steinberg). There may be changes to various programs or service levels as the Santa Barbara County System Improvement Plan is implemented. These changes would be aimed at improving programs and service delivery to achieve better outcomes for children and families being served by or referred to the child welfare and probation systems.

**Fiscal and Facilities Impacts:** None. The Santa Barbara County System Improvement Plan was consciously developed with the understanding it would have to be implemented within current resources. It focuses on achieving system improvement through better communication and collaboration, changes in practice and enhancement of existing resources and programs.

**Special Instructions:** None

**Concurrence:** None

California Child and Family Services Review  
(C-CFSR)

# System Improvement Plan

Santa Barbara County  
August 2004

Kathy Gallagher, Director  
Department of Social Services

Susan J. Gionfriddo, Chief Probation Officer  
Probation Department

# Acknowledgements

The Department of Social Services and the County Probation Department would like to express its deepest gratitude to every person on the System Improvement Plan (SIP) Team for their invaluable contributions and to their organizations for supporting and encouraging their participation.

We would like to extend the following special appreciation:

To the co-chairs of the KIDS Network, Supervisor Joe Centeno (5<sup>th</sup> District) and Christina Thielst, and the KIDS Policy Council for providing the initial support and guidance for our California Child and Family Services Review process;

To Supervisor Centeno and Supervisor Joni Gray (4<sup>th</sup> District) for their ongoing support and to their staff assistants, Gil Armijo and Susan Warnstrom, for their active involvement on the SIP Team;

To Judge Barbara Beck and Judge Kip Anderson for their active participation in the Self-Assessment process and on the SIP Team and for their unflagging commitment to achieving better outcomes for children and families in our Dependency system;

To Pat Wheatley, Executive Director of First 5 Commission, for her sage advice on strategic planning and enthusiastic participation in all stages;

To Bonnie Beadles, County Education Office Foster Youth Services, for sharing such a rich and wide variety of perspectives and for not only being on the SIP Team but also helping to write it.

Finally, we would like to extend a special acknowledgement to Randolph Hudson who has steadfastly and single-handedly provided staff support for the past nine months. His experience at the University of California (Berkeley) School of Social Welfare, working with child welfare data, combined with his incredible energy were crucial to the successful completion of this initial California Child and Family Services Review.

# Table of Contents

I. Executive Summary	page 4
II. Local Planning Bodies	page 5
III. Data Collection Techniques	page 6
IV. Self-Assessment Summary	page 7
V. System Improvement Plan (SIP)	page 14
VI. Appendix	page 41
VII. Glossary	page 45

# I. Executive Summary

Assembly Bill 636 (Steinberg) established a new Child Welfare Outcome and Accountability System replacing the former Child Welfare Services oversight system which had focused exclusively on regulatory compliance. The California Department of Social Services developed the California Child and Family Services Review (C-CFSR) to promote improved child welfare services outcomes for children and families statewide. This new system also brought California into alignment with the Federal review process and was a central feature of the Program Improvement Plan the State was required to submit to the Federal government.

The California Department of Social Services, in conjunction with the University of California at Berkeley, developed Outcome Measures in three major areas (Child Safety; Foster Child Permanency and Stability; and Child and Family Well-being) to indicate how each county Child Welfare system in California is performing. These Outcome Measures were to be used by each county as a baseline from which to explore and better understand the impacts of local practices and systemic factors and to use the findings as the basis for developing a county-specific System Improvement Plan (SIP).

Santa Barbara County's Self-Assessment was conducted from January to June 2004 and primarily focused on obtaining extensive input from its many public and private partners, believing that their knowledge and experience were most critical to identifying the strengths and needs in our system. Based on advice and direction from the KIDS Policy Council, the process was centered around four existing groups (KIDS Network, MISC Cross-Agency, the Juvenile Court, and Child Welfare Services Team meetings) that are integrally involved with promoting the well being of children and families in Santa Barbara County. More than 100 people representing over 60 agencies and organizations took part in the Self-Assessment. Twenty-four agencies and organizations were invited to be on the System Improvement Plan Team resulting in thirty-one people representing seventeen entities continuing as participants on the Team. (Complete participant and invitee lists are included in Section VI Appendix.)

The State requirement is that the County's initial System Improvement Plan address any Safety Outcomes identified as needing improvement. There were two Safety Outcomes so identified: Recurrence of Maltreatment (two separate measures) and Rate of Foster Care Re-entry. A third Safety Outcome, Rate of Child Abuse and/or Neglect in Foster Care, was included by the Department of Social Services because of its critical nature and concerns about data and existing procedures. The clear feedback and direction from the Self-Assessment participants and the System Improvement Plan Team (SIP Team) led to four Systemic Factors: Standardized Findings; Recruitment, Training and Support of Caregivers; Independent Living Program and Resources for Emancipating Youth; and Teamwork with the Juvenile Court. The Department of Social Services added a fifth Systemic Factor, Data Management in the Child Welfare Services/Case Management System, to ensure all data reports accurately reflect the work being done and outcomes being achieved by child welfare staff.

The C-CFSR designated the County Department of Social Services and County Probation Department as partners in this review process. Since Outcome Measures are still in development for probation foster youth, this initial Self-Assessment and System Improvement Plan focus primarily on Child Welfare Services. The two areas of greatest overlap and mutual interest for the agencies were placement resources and services for emancipating youth. The System Improvement Plan is a three-year plan with requisite annual updates. The Department of Social Services and Probation Department will reconvene a SIP Team annually to review our progress and make adjustments to the plan and to provide an update to the Board of Supervisors, the four groups involved in its initial development and the general community.

## II. Local Planning Bodies

Santa Barbara County Child Welfare Services ("County CWS") began the C-CSFR Self-Assessment with a presentation to the KIDS Network. Taking the advice of their Policy Council, we decided to develop our process around four existing groups integrally involved with promoting the well-being of children and families in Santa Barbara County: the KIDS Network; our Children's System of Care; the Juvenile Court; and our Child Welfare Services Team.

### **KIDS Network**

KIDS Network is a planning and program development body created by the Santa Barbara County Board of Supervisors in 1991 to advise them on children, youth and family issues. It also operates as a countywide network of agencies and individuals dedicated to implementing comprehensive, collaborative and integrated services for children, youth and families. Current membership is about 110, with an appointed Policy Council and a 70-member Advisory Committee. Two members of the Board of Supervisors serve on the Policy Council, and one serves as co-chair. Standing and ad-hoc committees work on strategies to address a variety of issues. A key project of the Network, in partnership with the University of California at Santa Barbara and other agencies, is publication of an annual Scorecard for Children.

### **Multi-agency Integrated System of Care (MISC) Cross-Agency Meeting**

MISC is a collaboration of public and private agencies founded upon system-of-care principles whose primary goal is to ensure that children are whenever possible cared for at home and in the community using "wraparound" services. It began in 1996 when Alcohol, Drug and Mental Health Services (ADMHS) secured a SAMHSA grant. The participating County agencies are ADMHS, Probation Department, Public Health Department and Department of Social Services. Private agency service providers currently include Child Abuse Listening and Mediation (CALM), Community Action Commission (CAC) and Santa Maria Valley Youth and Family Center. The hallmark of MISC has been the co-location of staff from all partner agencies. Managers, supervisors and staff from these agencies and other interested organizations such as the Mental Health Commission and the County Office of Education attend a monthly meeting that focuses on discussing programmatic and policy issues and making continual improvements to the system.

### **Juvenile Court**

Each of the two Juvenile Court judges in Santa Barbara County convenes regular "Brown Bag" meetings attended by the attorneys assigned to Juvenile Court (District Attorney, Public Defender, County Counsel and Contract Defense Attorneys), representatives from Court Appointed Special Advocates (CASA) and CWS staff, especially from the Court Services Unit. Presentations were made at the "Brown Bags" to familiarize everyone with the C-CSFR and our Outcome Data. A special countywide meeting was then convened to discuss system strengths and needs and to identify areas and ideas for improvement specific to the Juvenile Court arena.

### **CWS Team**

The CWS Team is a monthly meeting of all CWS supervisors, managers and program and systems analysts. The purposes of the meeting are to discuss social work practice issues, create agency policies and procedures and to provide for direct interaction with and feedback to the CWS Deputy Director. For the purposes of the Self-Assessment, an "expanded" Team meeting was convened that invited line social workers and support staff, ILP trainers from the community colleges, foster parents and foster youth.

*Note: For specific invitees and attendees please see Section VI. Appendix*

### III. Data Collection Techniques

County CWS was in the first cohort of medium sized California counties to partner with the Annie E. Casey and Stuart Foundation on "Family to Family" (F2F). Consequently, we have been receiving outcome data from UC Berkeley for the past three years and were well aware of our performance on many factors similar to those in the C-CFSR. The quantitative data County CWS relied upon in our Self-Assessment was primarily provided by the quarterly C-CFSR reports. We did not feel it necessary to expend resources on further data analysis as most findings were readily identified because of our familiarity with Family to Family data and previous discussions with the groups around which we built the C-CFSR process.

County CWS also incorporated information collected during "Community Conversations for Kids", Emancipation Roundtables and a Foster Parent Survey in the Self-Assessment process and made available copies of these reports to our Self-Assessment participants.

County CWS in partnership with the KIDS Network and the First 5 Commission used the Promoting Safe and Stable Families (PSSF) funding made available by CDSS to hold community meetings during fall 2003. These meetings were termed "Community Conversations for Kids" and were designed to elicit from community members their thoughts and feelings about safety and well being for children and families. Six meetings were held with at least one in each region of the County. Two were conducted entirely in the Spanish language. The meetings were attended by more than two hundred families.

The Independent Living Program (ILP) Training Programs at both Allan Hancock and Santa Barbara City Colleges organized Emancipation Roundtables. Participants included current and former foster youth that had participated in ILP, foster parents, community college staff and County CWS staff. The goal of the roundtables was to identify what is needed by foster youth to facilitate and support successful emancipation.

A Foster Parent Survey was conducted by County CWS as a Family to Family "Recruitment, Training and Support" strategy. A structured survey instrument was designed and distributed to all licensed foster families. Thirty-six surveys were returned (30% return rate). The foster parents' responses, including all of their unedited comments were collated and considered by the Family to Family implementation workgroups.

County CWS felt strongly that input and ideas from the people and organizations serving the children and families in our County were of the greatest importance and relevance in conducting our Self-Assessment and developing the System Improvement Plan. We designed and conducted a "funnel" process with our focus groups beginning with an orientation to outcome data and AB 636, continuing with a "strengths and needs" assessment and culminating in the identification of areas of, and ideas for, improvement.

This process resulted in a high degree of consensus about the most important areas to focus on and an incredibly rich amount of ideas for strategies to improve outcomes. *It also resulted in a very ambitious SIP.* The CDSS recommended the SIP focus on three to four goals. Santa Barbara's System Improvement Plan sets forth nine goals for both Outcome Measures and Systemic Factors and a total of forty Strategies.

Santa Barbara County CWS did not use Peer Quality Case Review (PQCR) in its initial Self-Assessment. We are engaged in discussions with Ventura County and San Luis Obispo County to organize a Tri-County PQCR collaborative with a beginning target date of October 2004.



## IV. Self-Assessment Summary

### Discussion of System Strengths, Areas Needing Improvement, and Service Gaps.

#### Demographics and Participation Rates

As noted in the body of the Self-Assessment, U.S. Census figures show that population growth in Santa Barbara County is overwhelmingly due to live births with the majority of that taking place in our North County region of Santa Maria. The significant population growth in Santa Maria mirrors the rapid growth of low-wage agriculture jobs in the area as this industry has been experiencing growth rates of up to 30% for the past few years. On the South Coast, where the high cost of housing and living seems to be exacerbating already tight living conditions “a large percentage of the low paying jobs are within the Leisure and Hospitality Services and Retail Trade sectors.”<sup>1</sup> These rapid demographic changes and conditions present current and future challenges to CWS and must be taken into consideration as we develop services for children and families especially in Northern Santa Barbara County.

Participation Rates regarding referrals and foster care point up a major area to explore. The County's rate of reporting (60.3 per 1000 children in the population) is slightly higher than the state average (57.4 per 1,000), yet the County's rate of children with substantiated referrals (7.3 per 1,000 children) is almost half the State average (12.2 per 1,000). First entries into foster care for the County (1.2 per 1,000 children) are less than half the State rate (2.9 per 1,000) and the rate of children in care for the County (3.0 per 1,000 children) is nearly one-third the State rate (8.9 per 1,000).

The critical question these statistics pose for County CWS is whether these low substantiation and foster care rates are indicative of good outcomes for children. Since a large body of research shows outcomes for children in foster care are poor, the County's very low rate of children in foster care could be seen in a positive light. Certainly, existing County programs, notably MISC, have been responsible for ensuring that children are not placed in foster care prematurely. However, this may be offset by a concern that CWS may not be providing services to “at-risk” children thereby placing them at greater odds for future abuse or neglect. This concern is buttressed by the outcome data on resubstantiations. In any case, the low entry rate of children into foster care means that the children CWS does place in foster care will generally come from more troubled families and present more serious behavioral and emotional problems. The low substantiation rate means that a certain number of children and families in need of services from CWS will not receive them.

---

<sup>1</sup> <http://www.countyofsb.org/cao/pdf/budget/0304/Sectionb.pdf>

# Safety

- Recurrence of Maltreatment
- Rate of Recurrence of Abuse and/or Neglect in Homes Where Children Were Not Removed
- Rate of Foster Care Re-Entry

The C-CFSR Outcome Goal One states that “children are, first and foremost, protected from abuse.” An exploration of safety measures for Santa Barbara County CWS reveals some strengths and points to several critical areas in need of improvement.

## Strengths

As described in the Self-Assessment, Santa Barbara County has a wide array of services available for children and families. After-school programs, extensive community collaborations, Family to Family – Team-Decision-Making Meetings (TDMs), Therapeutic Behavioral Services, Children and Families Commission “First 5 Programs”, CalWORKs/CWS “Linkages”, and Court Appointed Special Advocates (CASA) are some of the key services that ensure safety in our county. The wide array of services has been and, in part, continues to be especially true for South Santa Barbara County.

## Areas of Need

There are barriers to effective collaboration. CWS needs to do more comprehensive assessments and case plans. Service providers and foster parents need the ability to work with very high need children and parents. Family Maintenance/Family Reunification timelines don’t match substance abuse recovery timelines.

## Service Gaps

More services are needed in the northern and western parts of the County. CWS is slow to intervene and there is no CWS services or follow-up after a case or referral is closed. There is a stated need to collaborate earlier and more effectively with other partner agencies, schools, community-based organizations (CBOs), and community members. Earlier and more effective coordination and collaboration should allow CWS to better identify and provide high-risk families with services before severe problems arise.

There is a need to perform earlier and more comprehensive team assessments, as team assessments reflect better decision making than assessments done by individuals. The use of an assessment tool will aid in doing comprehensive assessments of children and families better evaluating risk and safety issues and assisting in the identification of more effective services.

In conjunction with comprehensive assessments, there is a need to perform earlier and more proactive prevention, interventions, and treatment services. Earlier and more proactive interventions and services can ameliorate risk and reduce the number of children re-abused and re-entering care. Alternative or Differential Response – delivered through an outside CBO partner – for low and medium-low risk referrals can help better direct and engage families in needed services.

Based on the federal standards, state averages, and community input, safety issues are a *top priority* for Santa Barbara County CWS.

- Rate of Child Abuse and/or Neglect in Foster Care

Based on the Federal Standard and the current statistic for Rate of Child Abuse and/or Neglect in Foster Care, Santa Barbara CWS is *performing well*. This current statistic is somewhat misleading for over a 5-year period this statistic has varied from below and to significantly above the national standard, due to very low numbers of one to four children. Santa Barbara CWS believes that there are systemic issues related to established protocols and data management that may result in under-reporting of this issue.

### Strengths

CWS is performing well in relation to standards and notes that, with a very high standard of care, only a very small number of children are actually affected. In addition to regular visits by social workers, CWS contracts with local CBOs for enhance support with Therapeutic Foster Care. Other support for foster parents consists of "PRIDE" training and one-to-one assessment and our enhanced Licensing and Relative Approval program.

### Areas in Need of Improvement

Better coordination between CWS and Licensing is needed on reporting and investigating child abuse referrals and licensing complaints with more consistent handling of data in regards to state guidelines.

### Service Gaps

Foster parents would benefit from more respite care and support efforts (particularly during first placement). There is a lack of mentoring for both foster parents and youth. There is a lack of emergency crisis training for foster parents.

### ➤ Timely Response and Visits by Social Worker

Santa Barbara County is performing well for timely response and generally above the State averages for visits to child by social worker.

### Strengths

CWS remains at or above state averages. CWS is a "full utilization" county of CWS/CMS for referrals and cases.

### Area of Need

In some cases, staff are delayed in entering data and inconsistent in the use of the visit exception in the Child Welfare Services/Case Management System (CWS/CMS).

### Service Gap

County CWS needs to better understand monthly visit reporting methodology that the State and UC Berkeley use.

## Permanency and Stability

### ➤ Length of Time to Exit Foster Care to Reunification

### ➤ Length of Time to Exit Foster Care to Adoption

Based on the Federal Standards, Santa Barbara CWS is *performing well or very well* on these measures. In particular, Santa Barbara County Adoptions has one of the highest adoption rates in the state in addition to exceeding time to adoption by a significant margin.

One issue that was repeatedly a topic for discussion were the frequent continuances of Juvenile Court hearings and the resulting delays to children's permanency and the consumption of CWS resources. Overall, given the generally positive status of these indicators, community focus groups mostly directed their discussion on Recruitment, Training, and Support, and focused on needs related to enhancing support to foster families.

### Strengths

CWS is performing well on these measures. CWS and Court are striving to follow mandated CA State Welfare & Institutions Code timeframes.

### Areas of Need

Continuances are extending time to reunification and adoption and consuming agency resources. There is a difference between standard for removal versus the standard for reunification. Early reunification impacts re-entry and re-abuse.

### Service Gaps

Family Reunification timelines do not match substance abuse recovery timelines.

- Multiple Foster Care Placements
- Siblings Placed Together In Foster Care
- Foster Care Placement in Least Restrictive Settings

Santa Barbara CWS is meeting the Federal Standard and is *performing on par* with the Current State Average for the State Enriched Outcomes on Multiple Foster Care Placements and Siblings Placed Together in Foster Care. Data from the last reporting period (April 2004) show a **decrease** in Relative Home placements and an increase in the point-in-time Group Home placement rate moving this issue up *on the list of priorities to address*.

Santa Barbara's low foster home and foster family agency (FFA) availability continue to challenge CWS, by exacerbating the difficulty of finding appropriate placements for an increasing number of foster children with significant emotional and behavioral problems. Findings by the County Grand Jury and Juvenile Court (Children's Project) underscore concern about the increasing number of children being placed in group homes out of Santa Barbara County putting children farther from their family of origin, neighborhood schools, and local support resources. Additionally, implementation of the new and stricter State Relative Approval regulations has impacted CWS' ability to find and place children with kin and extended kin. Consistent feedback from the variety of focus groups, external organizations, and a foster parent survey show that Recruitment, Training, and Support issues are vitally important in addressing the need to retain stable and supportive foster homes and expand the pool of available placement resources.

### Strengths

CWS is performing on par with the State averages. CWS supports placements with Therapeutic Behavioral Services (TBS) and Therapeutic Foster Care (TFC). The Juvenile Court regularly utilizes Court Appointed Special Advocates (CASAs) to guide, assist, and advocate for foster youth. The variety of Multi Interagency System of Care "Wrap Services" provides comprehensive services to youth.

### Areas of Need

There is a lack of homes for special needs children and teenage youth and a lack of resources to foster youth that have significant behavioral and emotional problems.

There is a lack of respite care for foster parents. There is a lack of comprehensive and accurate assessment of child's behaviors and status which often leads to insufficient information to foster parents upon placement thus failing to prepare foster parents for problem behaviors.

### Service Gaps

There is a need to provide enhanced supportive services to foster youth and resource families (adoptive, foster, kin, and respite) in order to better stabilize placements and strengthen and retain foster homes. There is a need to expand the number of resource families (foster, kin, adoptive, and respite homes) and for increased public awareness. There is a need to expand "in-county" Foster Family Agency and Group Home resources to meet the higher level needs of foster youth. There is a lack of placement resources available in the county that can meet the higher-level placement needs of youth with significant emotional and behavioral problems.

- **Rate of ICWA Placement Preferences (2 of the 4 ICWA eligible children were placed in a Relative Home and 2 were placed in foster care.)**

*In relation to State Averages, Santa Barbara CWS is performing on par with the State.*

#### Strengths

CWS has a positive working relationship with human services providers from the local Chumash Tribe. There are a very small number of children affected.

#### Area of Need/Service Gap

There is the need for better identification of American Indian children.

## Well-Being

- **Foster Care Youth Transitioning to Self-Sufficient Adulthood (137 foster youth ages 16 to 19 for Probation and CWS).**

Based on the limited data available, Santa Barbara CWS and Probation agencies and **youth are performing above the state average**. *However*, research indicates that foster youth emancipating from care do not fare well in health, education, employment, and housing arenas. Feedback from the various community forums and external organizations repeatedly indicated this as an **area of need and a major concern**, which places this issue as a **top priority to address**.

#### Strengths

CWS has a high rate of Transitional Independent Living Plans (TILP) in CWS/CMS and consistent collaboration with both community colleges. Foster youth are provided many wrap-around services (medical, dental, alcohol, other drugs, and mental health services). Scholarship funds are available. The County Office of Education has dedicated staff to Foster Youth Services (FYS) that are collaborating with CWS. Workforce Investment Board (WIB) provides local colleges and CBOs with funding that supports self-sufficiency of foster youth.

#### Areas of Need

The high cost of housing is a paramount area of need. Independent Living Program (ILP) services begin too late and do not last long enough. There is a lack of and difficulty in obtaining Individualized Educational Plans. Better data on educational and health status of foster youth in care is needed. There is a need to ensure each youth emancipating is connected to an involved and supportive adult. CWS needs to develop meaningful, comprehensive, and individualized service plans that contain measurable goals and milestones that are regularly reviewed, implemented and updated. There is a need to increase youth participation in critical decisions affecting them.

### Service Gaps

There is a lack of transitional programs and services upon emancipation. Focus groups expressed concern about starting ILP services late (at age 15 ½) and the lack of “post-ILP” Services after youth leave care. Caregivers are not educated about ILP nor involved in planning with and supporting transitional foster youth. There is no local California Youth Connection Chapter.

## Discussion of Systemic Factors

The cornerstone in understanding CWS outcome measure baselines and service provision is access to consistently reliable information. Santa Barbara County CWS relies on the Child Welfare Services/Case Management System (CWS/CMS) for such information and through our CWS Information and Data Team (IDT) it has been demonstrated that there are some gaps in data entry, data integrity, and timely entry. Improved “Data Diligence” in CWS/CMS is key to better understanding baselines and improvement on outcome measures. CWS has identified a range of critical data management issues in the Child Welfare Services/Case Management System. Focusing on data completion, data integrity and timely entry will provide better information to all levels of CWS personnel, State CDSS, and external agencies. Specific directions are to focus on the Adoption and Foster Care Analysis and Reporting System (AFCARS) data requirements, C-CFSR Outcome Measures, Health and Education Passport elements, referrals on abuse in care, and a variety of other entities and attributes that are either missing or incorrect in CWS/CMS.

There is an expressed need for improved teamwork between CWS, Court, foster parents, parents, service providers, and natural supports. There is noticeable degree of contention in the court and continued hearings are commonplace. CWS believes that better engagement with the judiciary and attorneys, including more education about risk and safety, children’s mental health, and developmental milestones of children, are important in bridging gaps in understanding and priorities.

CWS and the Schools’ Foster Youth Services (FYS) need to establish a proactive interagency collaboration that aids foster youth in achieving academic success. Foster youth struggle to get adequate credit for work, are slow to have records transferred, and often are incorrectly placed educationally.

Confidentiality issues continue to hamper the ability of CWS to fully collaborate with the CBO partners involved in our various collaboratives.

Relationship building and better coordination and collaboration are needed across every service stage (initial referral through long-term care). CWS needs to better collaborate for stronger, more integrated, case planning and service delivery. It is critical that there be better integration of Alcohol and Other Drug (AOD) and mental health (MH) services to children and families.

CWS needs to expand outreach to communities and engage neighborhood supports and resource/foster families. CWS needs to enhance networking with other county agencies, CBOs, Resource/Foster Parents, and community members. CWS needs to facilitate better collaboration between birth parents and foster parents.

It is important to regularly inform and educate staff and clients about services that are currently available, especially, Therapeutic Behavioral Services (TBS) and Early Childhood Mental Health Services Network (ECMHSN). Regular turnover and regional differences result in a lack of knowledge by many persons about specialized services and program eligibility.

Current MISC Partners need to be more fully engaged with each other and families in performing earlier, more comprehensive case planning. It is also important to identify barriers that may prevent both MISC and non-MISC CWS youth from receiving the full range of services.

Cultural Competency within CWS and the community is a vital element to better serving children and families.

Santa Barbara CWS recommends changes to State Welfare and Institutions Code with respect to extending Family Reunification and Family Maintenance timeframes, as alcohol, drug, and mental health recovery timeframes do not match the Welfare and Institutions Code timeframes.

Public transportation services are limited to small geographic areas and divided by city jurisdictions. This has created a *significant problem* for low-income residents as SB County has a significant geographic spread of 100 miles with many jobs being located on the south coast and less expensive housing in the west and north of the county.

## Areas for further exploration through Peer Quality Case Review

Santa Barbara County regularly partners with San Luis Obispo County and Ventura County on a variety of Child Welfare Services issues including reciprocal assistance on complex cases and conflict-of-interest situations. The Child Welfare Directors from each county meet regularly to share ideas and information on services, programs, fiscal matters and data reports. All three counties belong to the Southern Region of the Central California Public Social Services Academy. With the advent of the C-CFSR, it was natural to begin discussing a regional collaboration on Peer Quality Case Reviews. An initial tri-county planning meeting is scheduled for July 8, 2004 with a view toward beginning PQCR in October 2004.

At present, there are two areas that Santa Barbara County is interested in exploring through this process: Recurrence of Abuse and Re-Entry into Foster Care. The first area encompasses issues that arose in all the Self-Assessment focus groups relating to use of risk assessments and earlier, more proactive intervention by County CWS. We would like to better understand from the line worker perspective the philosophical, practice and practical barriers that inhibit earlier intervention. The second area is of special interest to the Juvenile Court and County CWS. We would like to better understand from the perspectives of not only line workers but also Juvenile Court personnel and service providers the factors involved in both successful and unsuccessful reunifications.

## V. System Improvement Plan (SIP)

<p><b>Outcome Factor: SAFETY - 1A. Recurrence of Maltreatment, 2A: Recurrence of abuse or neglect in homes where children were not removed.</b></p>
<p><b>County's Current Performance:</b> 1A. Our current rate is 13.1%<sup>2</sup> compared to the State average of 11.2% and the Federal standard of 6.1%.                  2A. Our current rate is 11.4% compared to the State average of 9.5% (there is no Federal standard for this measure).                  Based on the federal standards, state averages, AB 636 requirements and community input, safety issues are a <i>top priority</i> for Santa Barbara County Child Welfare Services (CWS). The Self-Assessment underscored the need to perform earlier and more comprehensive team assessments and case planning. There is also an identified need to perform earlier and more proactive interventions and services. Current CWS practice was seen as focusing on immediate safety and investigating allegations but failing to assess long term risk and well-being, as well as, being inconsistent on investigation findings. CWS was seen as being slow to intervene and quick to exit especially since CWS does not provide or fund services or follow-up after the case or referral is closed. An underlying philosophy within CWS of "least intrusion" combined with the existing legalistic, allegation based system seems to have inhibited a more proactive approach. There is an identified need for earlier and more effective collaboration between CWS, partner agencies, schools, community-based organizations (CBOs), and community members and to eliminate barriers to achieving this. There were concerns expressed about lack of a consistent protocol in handling drug exposed infant cases.</p>

<p><b>Improvement Goal 1:</b> Perform more comprehensive assessments on families referred to Child Welfare Services.</p>					
<p><b>Strategy 1.1</b> Develop and implement the use of comprehensive assessment tool(s) that are used earlier and more consistently in the life of a referral and case.</p>			<p><b>Strategy Rationale:</b> The use of a comprehensive assessment tool will aid in more thorough and consistent evaluation of safety and risk issues and more effective determinations of the level of CWS intervention required. More thorough and consistent evaluations will result in services being provided earlier to those families whose children are at higher risk of future maltreatment. Team assessments result in better evaluations and decisions than assessments done by individuals.</p>		
Milestones	1.1.1 Confer with CWS staff to review use of the current CWS Risk Assessment tool to identify barriers that hinder its consistent use in assessment and decision-making.	Timeframes	October 2004	Assigned to	CWS Team
	1.1.2 Explore and identify alternative assessment tools such as Structured-Decision-Making (SDM).		November 2004		CWS Team
	1.1.3 Convene workgroup to confer with CWS staff, partner agencies, and CBOs to determine strategies for, and any barriers to, performing team assessments.		January 2005		CWS Manager, Assessment Workgroup

<sup>2</sup> All statistics are from the CWS Outcome and Accountability County Data Report of April 2004 (<http://cssr.berkeley.edu/CWSCMSreports>)



Milestones	1.1.4 Select the comprehensive assessment tool(s) and develop protocol that will be utilized in this County for initial assessment, team re-assessments, and case planning.	Timeframes	September 2005	Assigned to	Assessment Workgroup
	1.1.5 Develop implementation plan for use of the tool(s) by CWS staff.		October 2005		CWS Team, CWS Program Analyst
	1.1.6 Develop and deliver training to CWS and partner agency staff.		February 2006		CWS Training Supervisor and partner agency staff.
	1.1.7 Implement use of the tool(s).		April 2006		CWS Unit Supervisors
	1.1.8 Monitor use of team assessments and associated tools.		Ongoing		CWS Team and CWS Information and Data Team (IDT)

<b>Strategy 1.2</b> Coordinate with hospitals and public health clinics to perform consistent Infant Screenings.		<b>Strategy Rationale:</b> Coordinated screening of “at-risk” infants would result in these children being referred to CWS earlier and more consistently, thereby allowing for early intervention services to support the family and reduce risk.			
Milestones	1.2.1 Collect information on existing models in Ventura and San Luis Obispo Counties.	Timeframes	May 2005	Assigned to	CWS Program Analyst
	1.2.2 Convene workgroup with CWS staff, hospitals and CBO partner participation to consider and adopt a model and protocol. Coordinate with Safe Arms program.		August 2005		CWS Manager and Workgroup Co-Chair.
	1.2.3 Develop policy and procedure recommendations. Develop memoranda of understanding between CWS, hospitals and other service providers.		April 2006 (contingent on Assessment Tool development, Strategy 1.1).		CWS Manager and partner agencies
	1.2.4. Implement Protocol and Monitor Progress.		Ongoing		CWS Team and partner agencies.

<b>Improvement Goal 2:</b> Collaborate earlier and more effectively with other partner agencies, schools, Community Based Organizations (CBOs), CalWORKs, and community members.					
<b>Strategy 2.1</b> Address confidentiality issues that hamper the ability of CWS to fully collaborate with schools, partner agencies, and CBO partners involved in our various collaborative.		<b>Strategy Rationale:</b> Eliminating confidentiality barriers will allow CWS to more readily communicate with partner agencies, CBOs, and CalWORKs.			
Milestones	2.1.1 Confer with County Counsel for legal rulings.	Timeframes	October 2004	Assigned to	CWS Manager, CalWORKs Linkages Manager
	2.1.2 Convene workgroup and confer with partner agencies and CBOs to develop protocol.		January 2005		CWS Manager, Workgroup Co-Chair, CalWORKs Linkages Manager
	2.1.3 Develop Memorandum of Understandings and Releases of Information (to be used by CWS, Community Based Organizations, schools, and partner agencies).		June 2005		CWS Manager, County Counsel, DSS Fiscal, CalWORKs Linkages Manager, partner agency managers.

<b>Strategy 2.2</b> Re-institute regional Multi-Disciplinary Teams (MDT)		<b>Strategy Rationale:</b> MDT assessments provide for a broader range of ideas and better knowledge of the family and available services. They create a regular opportunity for different agencies serving the same family to share information and coordinate services. They provide a forum at which to identify families at risk of entering the CWS system and to develop a service plan before severe problems arise.			
Milestones	2.2.1 Identify potential MDT participants	Timeframes	January 2006	Assigned to	CWS Manager for each region, CalWORKs Linkages Manager
	2.2.2 Obtain information from State and County Counsel regarding MDT requirements per Welfare and Institutions Code.		February 2006		CWS Manager, CWS Program Analyst, CalWORKs Linkages Manager
	2.2.3 Convene meeting to share information, make recommendations for a MDT protocol and establish a regular meeting dates and locations.		April 2006		CWS Manager for each region, MDT Workgroup, CalWORKs Linkages Manager
	2.2.4 Incorporate the newly developed comprehensive team assessment tool(s) ( <i>See Strategy 1.1</i> ) into protocol resulting in meaningful, individualized and targeted case plans that are reviewed at regularly scheduled MDT meetings.		April 2006 (contingent on Assessment Tool development, Strategy 1.1)		CWS Manager for each region, MDT Workgroup, CalWORKs Linkages Manager

Milestones	2.2.5 Develop standardized protocol and CWS form(s) to record and follow-up on plans and decisions made at MDTs	Timeframes	June 2006	Assigned to	MDT Workgroup, CWS and CalWORKs Program Analyst
	2.2.6 Train staff on new and revised protocols.		August 2006		CWS and CalWORKs Training Supervisor
	2.2.7 Distribute complete information on MDT to public and private agency partners		September 2006		CWS Administrative Support
	2.2.8 Implement and support procedural changes.		December 2006		CWS Team and CalWORKs Linkages Manager
	2.2.9 Monitor progress to ensure consistent implementation.		Ongoing		CWS Team, CalWORKs Linkages Manager, CWS IDT

<b>Improvement Goal 3:</b> Strengthen and expand successful collaborative proactive service delivery models.					
<b>Strategy 3.1</b> Expand MISC Services			<b>Strategy Rationale:</b> Earlier and more proactive interventions and services can ameliorate risk and reduce the number of children re-abused and re-entering care.		
Milestones	3.1.1 Confer with MISC Cross Agency partners to discuss expanding MISC services. Coordinate efforts with ADMHS-MISC consultant.	Timeframes	January 2005	Assigned to	CWS Deputy Director, MISC Cross Agency, MISC Consultant Pat Miles.
	3.1.2 Meet to discuss revision of MISC model to promote earlier assessment and intervention.		February 2005		CWS Managers and MISC Cross Agency
	3.1.3 Develop new protocol for serving more CWS families in MISC, incorporating the newly developed comprehensive assessment tool(s).		April 2005		MISC Cross Agency, CWS Team
	3.1.4 Train CWS staff on new protocol.		May 2005		CWS Training Supervisor
	3.1.5 Implement protocol.		June 2005		CWS Unit Supervisors
	3.1.6 Monitor utilization of new protocol.		Ongoing		CWS Manager – MISC Liaison

<b>Strategy 3.2</b> Utilize Alternative/Differential Response methods that connect the type of response to the level of need/risk and ensures a “precision of fit” between assessment and response.		<b>Strategy Rationale:</b> Alternative or Differential Response delivered through an outside CBO partner for low and medium-low risk referrals (that currently receive nominal or no CWS services) can help better direct and engage families in needed services. Earlier and more proactive interventions and services can support families and reduce risk to children.		
Milestones	3.2.1 Identify participants for workgroup.	Timeframes	Assigned to	CWS Managers
	3.2.2 Convene workgroup of CWS Team, partner agencies, and CBOs to assess “Front Porch” and consider alternative approaches.			CWS Managers, Workgroup
	3.2.3 Develop new program with established criteria. Make recommendations for implementation.			Workgroup
	3.2.4 Train Staff.			CWS Training Supervisor
	3.2.4 Implement protocol.			CWS Unit Supervisors and partner agencies
	3.2.5 Monitor progress.			Ongoing

<b>Strategy 3.3</b> Offer Family Maintenance (FM) to families who have children at high risk of placement, as identified through the use of a comprehensive assessment tool. (See Strategy 1.1)		<b>Strategy Rationale:</b> Currently, CWS offers Family Maintenance (FM) services on a limited basis relying upon assessments by individual workers. Using a comprehensive assessment tool would ensure that the FM services available would be targeted on families with children at the greatest risk of entering the Dependency and Foster Care Systems.		
Milestones	3.4.1 Confer with CWS Team to formulate standard expectation on findings and intervention.	Timeframes	Assigned to	CWS Team
	3.4.2 Revise policy and procedures.			CWS Team
	3.4.3 Develop and provide training.			CWS Training Supervisor
	3.4.4 Implement protocol.			CWS Manager for each region and Unit Supervisors
	3.4.5 Monitor progress.			Ongoing

*Describe systemic changes needed to further support the improvement goal.*

- There is a need for increased alcohol and other drug services (AOD) services especially in the West and North County regions of the County. This will require more planning and collaboration between CWS, ADMHS and our community partners. CWS needs to consider expanded use of AOD resources, like CalWORKs Resource Support Team (RST), or as part of assessment tool for use by CWS.
- There is a need for a North County youth shelter program like Noah's Anchorage.
- Service providers need the ability to work children and parents with very high needs.

*Describe educational/training needs (including technical assistance) to achieve the improvement goals.*

- There is a need for increased training and information on available programs and services. CWS could use training and support from the Regional Training Academy to assist staff in making the paradigm shifts necessary to begin engaging with families in an intervention, as well as, an investigation mode.
- Our Self-Assessment identified a general need for training on both childhood and adult mental health issues.
- The State could provide information and technical assistance on comprehensive assessment tools (e.g. Structured Decision Making and others).
- The State could provide information and technical assistance on AOD screening instruments.

*Identify roles of the other partners in achieving the improvement goals.*

- ADMHS can play a critical role in developing an AOD screening tool and additional resources.
- Community organizations in North County could play a central role re-establishing a youth shelter program.

*Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.*

- The State could expand or remove the cumulative 12-month eligibility limit on FM services. Many families face serious problems that require more than one year of services or require periodic services over a longer period of time.

*Additional Notes:*

- Providing Family Mentors after reunification or adoption was identified as a highly desired area of support in focus groups. Family mentors would be able to provide consistent support to "at-risk" families after the close of the CWS case. Unfortunately, the current lack of funding makes this initiative contingent on future funding.

## **Outcome Factor: SAFETY – 3F Rate of Foster Care Re-entry**

County's Current Performance: Our current rate is 14.5% compared to the State average of 10.9% and the Federal standard of 8.6%. Our Self-Assessment revealed several factors that impact on this rate. First and foremost, Santa Barbara County has an exceptionally low rate of foster care entry (about 1/3 the State average). Therefore, the number of children both entering and re-entering care is relatively small which makes this statistic vulnerable to wide variation. Additionally, the very low rate of entry implies that those children entering care are coming from families with deeply rooted and complex problems, which in turn extenuates successful reunification. The majority of families with children entering care have significant alcohol and other drug (AOD) issues, and the timeframes for their recovery do not match the legal timelines for reunification. Focus groups suggested that children might sometimes be returned home prematurely or, in situations where there are sibling groups, children might be returned all at once which might be detrimental to family stability. Areas for improvement included more thorough assessments, individualized case plans, actively monitored case plans and more accessible and affordable AOD "aftercare" services.

<b>Improvement Goal 4:</b> Establish consistent collaborative processes for assessing families' potential for successful reunification.					
<b>Strategy 4.1</b> Expand Team Decision Making (TDM) protocol to include holding TDM's at six month intervals for all Family Reunification, Family Maintenance, and Linkages cases.			<b>Strategy Rationale:</b> Under current TDM protocol, TDMs are only held when reunification or placement changes are being considered. Holding TDM meetings before all case review periods would bring consistency to the manner in which case plans are developed and provide for more accountability for plans that are developed at prior TDMs.		
Milestones	4.1.1 Re-convene CWS TDM work group to draft expanded policy and procedure	Timeframes	January 2005	Assigned to	Family to Family Coordinator, CalWORKs Linkages Manager
	4.1.2 Present for discussion and finalization at CWS Team and CalWORKs Divisional Meetings		February 2005		TDM Workgroup
	4.1.3 Present at Unit meetings		April 2005		CWS and CalWORKs Unit Supervisors
	4.1.4 Present at Juvenile Court "Brown Bag" meetings		April 2005		Court Services Unit Supervisor and CWS Manager
	4.1.5 Inform Community Partners		May 2005		Family to Family Coordinator
	4.1.6 Implement Strategy		June 2005		CWS and CalWORKs Unit Supervisors
	4.1.7 Monitor Progress		Ongoing		Family to Family Coordinator and CalWORKs Linkages Manager

<p><i>Describe systemic changes needed to further support the improvement goal.</i></p> <ul style="list-style-type: none"> <li>➤ There is a need for increased AOD services especially in West and North County regions. This will require more planning and collaboration between CWS, CalWORKs Linkages, ADMHS and our community partners. CWS would benefit from consistent access to, and consideration of, ADMHS AOD assessments when CWS staff are attempting to identify the impact of AOD issues on CWS families.</li> <li>➤ Santa Barbara County has an extensive therapeutic justice system, which could expand to include Dependency Drug Court, if funding were available.</li> </ul>
<p><i>Describe educational/training needs (including technical assistance) to achieve the improvement goals</i></p> <ul style="list-style-type: none"> <li>➤ Regional Training Academy could provide training to CWS staff on addiction and substance abuse.</li> <li>➤ The State can send us AOD screening tools in use by other CWS agencies.</li> </ul>
<p><i>Identify roles of the other partners in achieving the improvement goals.</i></p> <ul style="list-style-type: none"> <li>➤ ADMHS could assist CWS by providing AOD assessments and secondary use of an AOD assessment tool. ADMHS and CalWORKs Resource Support Team could assist CWS with consistently available AOD treatment resources.</li> <li>➤ The Therapeutic Justice System Policy Council could explore the development of a Dependency Drug Court.</li> </ul>
<p><i>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals</i></p> <ul style="list-style-type: none"> <li>➤ The State could expand eligibility for FM services. Especially with addiction issues, more than 12 months of post-FR/FM is frequently needed to ensure safety and prevent foster care re-entry.</li> </ul>

**Outcome Factor: SAFETY 1C. Rate of child abuse and/or neglect in foster care.**

County's Current Performance: Our current rate is .34% compared to the State average of .87% and the Federal standard of .57%. Our Self-Assessment indicated that the commitment of CWS to funding three full-time Licensing social workers (one per region) and the joint CWS/CBO/Community College effort to institute the PRIDE training curriculum and enhanced individual assessments of foster care applicants contributed to this positive rate. Another contributing factor is the decision by CWS to continue performing annual reassessments of foster homes even though the State only requires random reassessments. However, even though the stringent Federal standards are being met, our Self-Assessment revealed concerns about the sufficiency and clarity of our internal processes for reporting, recording and investigating allegations of abuse or neglect in out-of-home care (foster, relative and group homes). Another area of extensive discussion was the importance of training and support for foster parents. For Improvement Goals and Strategies in this area, please refer to the **Recruitment, Training and Support** section of this plan

**Improvement Goal 5: Ensure all reports and incidents of alleged abuse or neglect in out-of-home care are handled consistently and thoroughly.**

**Strategy 5.1** Standardize the agency process for reporting incidents of alleged abuse or neglect in out-of-home care.

**Strategy Rationale:** Staff may have differing understanding of what is to be reported and to whom. The agency must ensure they are clear on what constitutes a licensing concern or complaint and what constitutes a child abuse/neglect referral.

Milestones	5.1.1 Write a CWS Reference Guide section defining the various types of reports (e.g. incident report, complaint, referral) and directing how reports are to be made.	Timeframes	September 2004	Assigned to	CWS Program Analyst in consultation with
	5.1.2 Present for review at CWS Team.		January 2005		CWS Management
	5.1.3 Conduct unit training.		March 2005		CWS Program Analyst
					CWS Training Supervisor

**Strategy 5.2** Revise agency protocol for Central Intake Unit ("Child Abuse Hotline") for handling, recording and assigning reports alleging abuse or neglect in out-of-home care.

**Strategy Rationale:** Changes in State guidelines necessitate reviewing and revising protocol.

Milestones	5.2.1. Revise Business Processes guide.	Timeframes	October 2004	Assigned to	CWS Program Analyst, CWS IDT, CIU Supervisor and CWS Manager
	5.2.2 Present for review at CWS Team.		February 2005		CIU Manager and Supervisor
	5.2.3 Conduct unit training for CIU and AIU staff.		April 2005		CWS Training Supervisor
	5.2.4 Develop a management report to verify that reports alleging abuse or neglect in out-of-home care are being entered into CWS/CMS.		June 2005		CWS IDT

<b>Strategy 5.3</b> Develop a standardized procedure for coordinated assessment/investigation of alleged abuse/neglect in foster/relative care by Licensing and Child Protective Services staff.			<b>Strategy Rationale:</b> A coordinated standardized process will avoid duplication and ensure consistent findings.		
Milestones	5.3.1 Consult with Children's Services Operations Bureau (CSOB) and Community Care Licensing (CCL).	Timeframes	September 2004	Assigned to	CWS Manager
	5.3.2 Obtain relevant procedures from comparison counties.		October 2004		CWS Program Analyst
	5.3.3 Convene a work group of investigation, placement and licensing staff to develop procedures.		February 2005		CWS Manager
	5.3.4 Draft a standardized procedure.		April 2005		CWS Manager and Program Analyst
	5.3.5 Present at CWS Team for finalization.		June 2005		CWS Manager
	5.3.6 Conduct unit training of all staff.		August 2005		CWS Training Supervisor
	5.3.7 Implement procedure.		September 2005		CWS Unit Supervisors
	5.3.8 Monitor utilization		Ongoing		CWS Manager for each region

<b>Improvement Goal 6:</b> Provide appropriate support to foster children and foster parents during abuse/neglect investigations.					
<b>Strategy 6.1</b> Develop processes to support foster youth during an investigation.			<b>Strategy Rationale:</b> Investigations of alleged abuse/neglect in foster/relative care are extremely stressful for both the child(ren) and the caregiver(s). This can interfere with conducting a thorough and objective investigation and result in a failed placement even when the allegations are determined to be unfounded.		
Milestones	6.1.1 Collect information from CDSS, CDSS Ombudsman, California Youth Connection, Youth Law Center and other counties.	Timeframes	October 2005	Assigned to	CWS Program Analyst
	6.1.2 Convene focus groups of foster youth and foster parents with assistance of community colleges.		November 2005		CWS Program Manager for Licensing
	6.1.3 Convene work group that includes foster youth to develop processes.		June 2006		CWS Program Manager for Licensing



<b>Strategy 6. 2</b> Develop processes to support foster parents during an investigation.		<b>Strategy Rationale:</b> Investigations of alleged abuse/neglect in foster/relative care are extremely stressful for both the child(ren) and the caregiver(s). This can interfere with conducting a thorough and objective investigation and result in a failed placement even when the allegations are determined to be unfounded.			
Milestones	6.2.1 Collect information from the State, State Foster Parent Association and other counties.	Timeframes	October 2005	Assigned to	CWS Program Analyst
	6.2.2 Convene focus groups of foster youth and foster parents with assistance of community colleges.		November 2005		CWS Program Manager for Licensing
	6.2.3 Convene joint work group with local Foster Parent Association to develop processes and revise existing grievance/appeal procedures.		June 2006		CWS Program Manager for Licensing

<b>Improvement Goal 7:</b> Take a proactive approach to identifying conditions or problems that may lead to abuse or neglect in out-of-home care.					
<b>Strategy 7.1</b> Conduct exit interviews of all children leaving a placement		<b>Strategy Rationale:</b> Information about the quality of care a child received while in placement can often best be obtained after the child is no longer in the home. Obtaining this information can alert the agency to actual or potential problems before they become serious.			
Milestones	7.1.1 Convene a focus group of foster youth.	Timeframes	October 2005	Assigned to	CWS Program Manager for Licensing
	7.1.2 Develop structured exit interview form and process for reviewing and acting upon information collected.		February 2006		CWS Program Manager for Licensing
	7.1.3 Develop tracking report on exits from foster/relative care.		March 2006		CWS IDT
	7.1.4 Post report.		April 2006		CWS Information Systems Coordinator
	7.1.5 Instruct staff to conduct exit interviews with any children they have on the report.		May 2006		CWS Deputy Director
	7.1.6 Compare forms submitted with tracking report.		June 2006		CWS Program Manager for Licensing

<b>Strategy 7.2</b> Increase frequency of in-home visits by CWS placement staff.		<b>Strategy Rationale:</b> Social workers often complete required face-to-face visits with children away from their foster homes (e.g. during supervised visits and court appearances). Visiting children in their foster homes increases the opportunities and likelihood of the social worker identifying and addressing issues about the home environment and foster parent/child interaction, before they become problematic.			
Milestones	7.2.1 Develop policy on frequency of in-home visits with children.	Timeframes	March 2005	Assigned to	CWS Team
	7.2.2 Develop visitation protocol.		May 2005		CWS Team
	7.2.3 Develop and provide training to CWS Staff.		August 2005		CWS Training Supervisor
	7.2.4 Implement protocol.		September 2005		CWS Unit Supervisors
	7.2.5 Follow-up on frequency of in-home visits when reviewing case logs with workers.		December 2005		CWS Unit Supervisors
	7.2.6 Monitor progress		Ongoing		CWS Manager for each region

<p><i>Describe systemic changes needed to further support the improvement goal.</i></p> <ul style="list-style-type: none"> <li>➤ To the extent our recruitment and retention efforts succeed, the pool of available foster homes will increase, thus making it more possible to match individual children with foster parents who are best trained and prepared to meet their needs.</li> </ul>
<p><i>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</i></p> <ul style="list-style-type: none"> <li>➤ It would be helpful to have training developed and presented jointly by Children’s Services Operations Bureau and Community Care Licensing on investigation and assessment of abuse and neglect in out-of-home care. The differences in regulations and perspectives between these two entities can lead to confusion and duplication at the county level.</li> </ul>
<p><i>Identify roles of the other partners in achieving the improvement goals.</i></p> <ul style="list-style-type: none"> <li>➤ The participation of the Foster Parent Association and former foster youth will be important in developing these strategies.</li> </ul>
<p><i>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</i></p> <ul style="list-style-type: none"> <li>➤ The State could increase overall funding for Licensing and Relative Approval activities and change the current allocation methodology for Licensing staff so annual visits and reassessments can be performed on all resource homes.</li> </ul>

## Systemic Factor – Standardized Findings

**County's Current Performance:** The Juvenile Court focus group identified this factor as having a significant correlation to a number of issues including; threshold for filing petitions, consistency of detentions, and initiation of earlier court intervention.

**Improvement Goal 8:** Consistently apply standards on allegation findings that lead to an appropriate continuum of interventions and services.

**Strategy 8.1** Clarify objective definitions with CWS staff of findings on referral allegations and operationalize a consistently applied continuum of CWS responses.

**Strategy Rationale:** Over the past few years, CWS has experienced an influx of inexperienced staff that have inconsistently applied the guidelines for allegation findings and corresponding service interventions. More consistency in this area would allow CWS to better prioritize needs and deliver the appropriate continuum of services to children and families.

Milestones	8.1.1 Confer with the State, County Counsel, and CWS Team to formulate clearer definitions for allegation findings and operationalize the corresponding CWS response.	Timeframes	December 2004	Assigned to	CWS Manager for Court Services and CWS Team.
	8.1.2 Revise policy and procedures.		November 2005		CWS Team , CWS Program Analyst
	8.1.3 Develop and provide training to CWS Staff.		April 2006		CWS Training Supervisor
	8.1.4 Implement protocol.		May 2006		CWS Unit Supervisors
	8.1.5 Monitor progress		Ongoing		CWS Manager for Court Services, and CWS IDT

## Systemic Factor: Recruitment, Training and Support

**County's Current Performance:** There are five Outcome Indicators for Permanency and Stability for Foster Children: Length of Time to Exit Foster Care to Reunification; Length of Time to Exit Foster Care to Adoption; Multiple Foster Care Placements; Siblings Placed Together in Foster care; and Foster Care in the Least Restrictive Setting. Santa Barbara County CWS is performing on a par or above the State average on the five indicators and exceeding the stringent Federal standards on both Time to Reunification and Time to Adoption. CWS has achieved these results through being a MISC partner agency, enhancing our Adoptions and Licensing programs, engaging in Concurrent Planning, implementing "Family to Family" and supporting Therapeutic Foster Care. CWS has also received tremendous support from our fellow agencies and community partners, especially Allan Hancock and Santa Barbara City Colleges, CASA, ADMHS, CALM and Santa Maria Valley Youth and Family Center.

Even though CWS is currently achieving very positive outcomes, Santa Barbara County continues to have a low number of available foster homes and Foster Family Agency homes. This exacerbates the challenge of finding family placements for children and results in an increasing proportion of Santa Barbara youth being placed in group homes. This is especially true for foster children with significant emotional and behavioral problems. Findings by the County Grand Jury and Juvenile Court (Children's Project) underscore concerns about the number of children being placed out of Santa Barbara County, especially in group homes, putting children farther from their family of origin, neighborhood schools, and local support resources. Additionally, implementation of the new and more stringent State regulations for approving relative homes for placements have negatively impacted on the ability of CWS to place children with kin and extended kin. The overall issue of placement resources was repeatedly a topic for discussion throughout the Self-Assessment and across all Outcome Indicators and Systemic Factors. Consistent feedback from all focus groups, external organizations and our foster parent survey clearly show that it is vitally important to have a sufficient number of foster homes and to expand the pool of available placement resources.

<b>Improvement Goal 9:</b> Enhance supportive services provided to resource families (adoptive, foster and kinship families).					
<b>Strategy 9.1</b> Increase the frequency of contact from CWS and service providers with child(ren) and resource families upon first placement.			<b>Strategy Rationale:</b> State regulations require only monthly contact with foster families which is frequently insufficient when a child is first placed with them. Increased contacts from the social worker and service providers involved with the child will result in these families feeling more supported and more comfortable in discussing their needs and concerns.		
Milestones	9.1.1 CWS Team to confer on policy and procedure.	Timeline	October 2004	Assigned to	CWS Team
	9.1.2 Confer with service providers on a communication/notification process		November 2004		CWS Program Manager for Licensing
	9.1.3 CWS management to issue a directive.		December 2004		CWS Deputy Director
	9.1.4 Develop a Contact Report for New Placements.		January 2005		CWS IDT
	9.1.5 Use Contact Report to monitor performance.		February 2005		CWS IDT and CWS Unit Supervisors

<b>Strategy 9.2</b> Educate CWS staff, resource providers, resource families, and foster youth on available services (e.g. Therapeutic Behavioral Services, Therapeutic Foster Care, Early Childhood Mental Health, and MISC).			<b>Strategy Rationale:</b> The Self-Assessment revealed that many people and agencies were simply unaware of all the available services and/or the requirements or processes to obtain them.		
Milestones	9.2.1. Develop an "available resources" booklet.	Timeframes	October 2004	Assigned to	CWS Program Analyst
	9.2.2 Widely distribute the booklet.		January 2005		KIDS Network
	9.2.3 Post booklet on DSS/CWS Website and link to other relevant county Websites.		February 2005		DSS Systems Analyst
	9.2.4. Conduct quarterly resource meetings for staff, providers and resource families.		March 2005		CWS Manager for each region

<b>Strategy 9.3</b> Expand Therapeutic Foster Care (TFC) services.		<b>Strategy Rationale:</b> All resource families can at times benefit from enhanced support and services. TFC provides support and training for caregivers to help them cope with and manage challenging behaviors.			
Milestones	9.3.1 Hold regional meetings with CWS staff to identify needs for and barriers to requesting TFC services.	Timeframes	October 2004	Assigned to	CWS Deputy Director, CWS Manager for each region
	9.3.2 Hold a meeting with Foster Parent Association to identify needs for and barriers to accessing TFC services.		December 2004		CWS Manager for Licensing
	9.3.3 Re-convene TFC work group (ADMHS, CALM, SMVYFC, Colleges) to revise procedures for requesting, accessing and approving TFC services.		February 2005		CWS Deputy Director
	9.3.4 Meet with ADMHS, CALM and Santa Maria Valley Youth and Family Center to explore financial strategies to expand TFC services.		May 2005		CWS Deputy Director

<b>Strategy 9.4</b> Reduce barriers to procuring Therapeutic Behavioral Services (TBS).		<b>Strategy Rationale:</b> Providing greater access to intensive one-on-one services can assist youth and families in maintaining stability in the current placement and reduce the probability that youth will enter a higher level of care.			
Milestones	9.4.1 Research program, fiscal and eligibility requirements for TBS.	Timeframes	November 2004	Assigned to	CWS Program Analyst
	9.4.2 Meet with TBS Provider to obtain information about program operations.		February 2005		CWS Manager - MISC Liaison
	9.4.3 Meet with ADMHS to obtain information about program and fiscal requirements.		March 2005		CWS Manager - MISC Liaison
	9.4.4 Place on MISC Cross-Agency agenda for full discussion.		May 2005		CWS Manager - MISC Liaison

<b>Improvement Goal 10:</b> Increase the number and type of resource families (foster, kin, adoptive, respite, emergency care, concurrent planning).					
<b>Strategy 10.1</b> Develop a countywide marketing plan/public relations campaign.		<b>Strategy Rationale:</b> Due to budget considerations, CWS did not fill the Foster Home Recruiter position when the incumbent retired. Alternate methods of recruitment have been insufficient. Regularly promoting public awareness of the needs of foster children and the need for foster parents is a necessary component of recruitment.			
Milestones	10.1.1 Dedicate CWS staff person to do recruitment.	Timeframes	December 2004	Assigned to	CWS Deputy Director
	10.1.2 Develop Foster Parent Recruitment Advisory Board to advise and support the recruitment plan		April 2005		CWS Foster Parent Recruiter
	10.1.3 Develop countywide marketing/public relations plan		November 2005		Foster Parent Recruitment Advisory Board

<b>Strategy 10.2</b> Develop recruitment plans for specific neighborhoods from which CWS is currently receiving larger numbers of referrals.		<b>Strategy Rationale:</b> Targeted neighborhood recruitment offers the opportunity of engaging local natural supports and caregivers. When placement is the only remaining option, neighborhood resource families allow CWS to place children in their own neighborhoods maintaining them in the same schools and close to an established network of kin, extended kin, and family friends.			
Milestones	10.2.1 Identify the neighborhood.	Timeframes	April 2005	Assigned to	CWS IDT
	10.2.2 Identify all the agencies and organizations, public and private, formal and informal.		June 2005		CWS Managers, Family to Family Regional Workgroups
	10.2.3 Make individual contact and engage local "natural" community leaders.		August 2005		Family to Family Regional Workgroups
	10.2.4 Develop plan with interested organizations using "Family to Family" techniques		February 2006		Family to Family Regional Workgroups
	10.2.5 Monitor progress		April 2006		CWS Team and CWS IDT

<b>Strategy 10.3</b> Expand "Fosterware parties."			<b>Strategy Rationale:</b> "Fosterware" parties are a strategy employed by the Family to Family Initiative and have proven successful when employed by CWS.		
Milestones	10.3.1 Confer with Foster Parent Association	Timeframes	January 2005	Assigned to	CWS Program Manager for Licensing, F2F Coordinator
	10.3.2 Develop specific guidelines for organizing and holding parties.		March 2005		F2F Regional Workgroup (w/ consult by CWS Manager for Licensing, CWS Supervisor for Licensing, Foster Parent Association representative).
	10.3.3 Inform staff and foster parents of new protocol.		May 2005		CWS Manager for Licensing and F2F Coordinator
	10.3.4 Identify foster parents to host/sponsor parties.		July 2005		F2F Regional Workgroup
	10.3.5 Hold one Fosterware party per quarter.		August 2005		Licensing staff and foster parents
	10.3.6 Monitor number of Foster Care applications submitted by attendees		September 2005		CWS Manager for Licensing

<b>Strategy 10.4</b> Pilot "One Church, One Foster Family" model			<b>Strategy Rationale:</b> Local neighborhood churches are a significant untapped resource for children and families. Churches can "wrap-around" a foster family providing important support.		
Milestones	10.4.1 Develop presentation material describing model and 3-tier system of continuum of needs.	Timeframes	November 2004	Assigned to	F2F Regional Workgroups
	10.4.2 Identify churches for presentations.		February 2005		F2F Regional Workgroups
	10.4.3 Identify staff/community members to present model.		April 2005		F2F Regional Workgroups
	10.4.4 Schedule presentations.		June 2005		F2F Regional Workgroups
	10.4.5 Report on progress and results		November 2005		CWS Manager - F2F Coordinator

**Improvement Goal 11: Expand local Foster Family Agency and Group Home resources to meet the higher level needs of foster youth.**

<b>Strategy 11.1</b> Establish a Youth Assessment and Transitional Care Center		<b>Strategy Rationale:</b> Santa Barbara County CWS uses a foster family model of emergency shelter care. There is no group or residential care program in Santa Barbara County in which to place children with more severe behavioral or emotional issues on an emergency basis. These children would be safer and better served in such a program and alleviate our emergency care foster parents of this responsibility. A Request for Proposal for a Youth Assessment and Transitional Care Center was issued by DSS in 2001 and awarded to Casa Pacifica but has not gone forward for lack of a suitable facility.		
Milestones	11.1.1 Obtain site control of existing County facility suitable for residential care ("La Morada").	Timeframes	Assigned to	DSS Director
	11.1.2 Partner with County Housing and Community Development to submit a grant application for funds to refurbish the facility.			DSS Special Projects Manager
	11.1.3 Develop financial plan.			Inter Agency Program and Fiscal (IAPF)
	11.1.4 Develop program with public and private partners			Alcohol, Drug, and Mental Health Services, County Probation Department, County Schools, Contractor
				October 2004
				October 2004 – February 15, 2005
				January – June 2005
				June – December 2005

<b>Strategy 11.2 –</b> Establish a comprehensive residential program.		<b>Strategy Rationale:</b> The majority of Santa Barbara County children in group home programs are placed out-of-county, all too often a long distance away. Keeping them close to their families, friends, community and local service providers will enhance treatment success, promote earlier reunification with their families and aid with preparation for successful emancipation. Santa Barbara County CWS has been one of many partners in <i>The Children's Project</i> , a collaborative private/public effort created to improve Santa Barbara County's ability to care for children who require out-of-home placement and their families. The goal of the project is to stop sending children out of county for residential care by building innovative and appropriate residential services within the county, thereby enhancing every child's opportunity for well-being, safety and permanence.		
Milestones	11.2.1 Complete Needs Analysis and Vision	Timeframes	Assigned to	Children's Project Steering Committee
	11.2.2 Secure a site			Children's Project Site Development Subcommittee
	11.2.3 Begin capital fund campaign			Children's Project Funding and Public Awareness Subcommittee
				September 2004
				October 2004
				April 2005



<b>Strategy 11.3</b> Engage existing Foster Family Agency (FFA) providers to develop homes in Santa Barbara County.		<b>Strategy Rationale:</b> There is an identified need to establish more local placement options for children currently placed in and out-of-county.	
---	--	--	--

Milestones	11.3.1 Identify existing providers.	Timeframes	March 2005	Assigned to	CWS Program Analyst
	11.3.2 Meet with providers to identify barriers, constraints, and incentives to expanding their operations.		April – August 2005		CWS Deputy Director
	11.3.3 Develop plan to remove or mitigate barriers and increase incentives to FFA's.		September 2005		CWS Deputy Director

<b>Strategy 11.4</b> Engage existing Group Home providers to develop homes in Santa Barbara County.		<b>Strategy Rationale:</b> There is an identified need to establish more local placement options for children currently placed in and out-of-county.	
---	--	--	--

Milestones	11.4.1 Identify existing providers.	Timeframes	October 2005	Assigned to	CWS Program Analyst
	11.4.2 Meet with providers to identify barriers, constraints, and incentives to expanding their operations		November 2005 – February 2006		CWS Deputy Director, ADMHS Deputy Director, Deputy Chief Probation Officer.
	11.4.3 Develop Request for Proposal		March 2006		CWS Deputy Director, ADMHS Deputy Director, Deputy Chief Probation Officer.

<i>Describe systemic changes needed to further support the improvement goal.</i>	
<ul style="list-style-type: none"> <li>➤ Transportation barriers within the county are a barrier to foster families and youth accessing all the services they need.</li> <li>➤ CWS may need to consider some type of supplemental funding to compensate foster care providers for the high cost of local housing (see State role below).</li> </ul>	
<i>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</i>	
None	
<i>Identify roles of the other partners in achieving the improvement goals.</i>	
<ul style="list-style-type: none"> <li>➤ The Foster Parent Association must play a central role in defining needed supports.</li> <li>➤ ADMHS, CALM and Santa Maria Valley Youth and Family Center are key partners in expanding TFC.</li> </ul>	
<i>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</i>	
<ul style="list-style-type: none"> <li>➤ The State could advance the current effort ("Melding") to consolidate and simplify regulations for approving kin homes, licensing foster homes and completing adoptive home studies.</li> <li>➤ The State could change regulations and obtain funding for respite care and childcare for foster parents.</li> <li>➤ The State could index foster care payments to compensate for local economic realities of high housing costs.</li> </ul>	
<i>Additional Notes:</i>	
<ul style="list-style-type: none"> <li>➤ Respite care is one of the most frequently mentioned services. However, there is little, if any, funding available for this and AFDC-FC regulations prohibit payments to multiple Foster Homes.</li> </ul>	

## Systemic Factor: Independent Living Program and Resources for Emancipating Youth

**County's Current Performance:** Based on the limited data available, Santa Barbara CWS and Probation agencies and youth *are performing above the state average*. However, research indicates that foster youth emancipating from care do not fare well in health, education, employment, and housing arenas. Feedback from the various community forums and external organizations repeatedly indicated this as an *area of need* and a major concern, which places this issue as a *top priority to address*.

**Improvement Goal 12:** Develop meaningful and comprehensive service plans that contain measurable goals and milestones that are regularly reviewed, implemented and updated.

**Strategy 12.1** Beginning at age 14, hold twice yearly "Emancipation Conferences" utilizing a comprehensive assessment to inform Team Decision Making or Family Group Conferencing meetings to ensure that TILP milestones are fully implemented.

**Strategy Rationale:** Foster youth need comprehensive assessments covering areas of mental health, medical, dental, social, cultural, education, family planning, independent living skills, vocational training, and transitional planning starting at age 14. Individualized plans that are geared towards meeting the variety of specific needs and aspirations of foster youth can reduce barriers to success.

Milestones	12.1.1 Convene workgroup, to include former foster youth, ILP staff, community colleges, County Ed. Foster Youth Services (FYS), CWS staff, Probation and Foster Parent Association to develop an "Emancipation Conference" protocol.	Timeframes	November 2004 (concurrent with Strategies 13.1, 16.2)	Assigned to	CWS Manager for ILP and CWS Program Analyst.
	12.1.2 Include discussion of community college outreach, mentoring, and stipend programs in development of emancipation plans.		December 2004		Workgroup, community colleges, and CWS Program Analyst
	12.1.3 Outreach to District or High School Foster Youth Liaisons to secure locations for Emancipation Conferences and involvement of key educational decision makers.		March 2005		Workgroup, FYS and CWS Program Analyst
	12.1.4 Review and revise Health and Education Passport (HEP) process to reflect Emancipation Conferences and earlier involvement with ILP foster youth.		April 2005		HEP Supervisor
	12.1.5 Explore and develop methods for improving the process for exchanging and maintaining school records for both FYS and CWS.		May 2005		Workgroup, FYS and CWS Program Analyst

Milestones	12.1.6 Train CWS /Probation staff on the Emancipation Conference process	Timeframes	July 2005	Assigned to	CWS Training Supervisor, ILP staff
	12.1.7 Inform foster youth, caregivers, legal community, CWS and Probation staff of Emancipation Conference protocol.		August 2005		ILP staff
	12.1.8 Implement Emancipation Conference protocol.		September 2005		CWS Unit Supervisors
	12.1.9 Develop data collection tool for monitoring Emancipation Conference plans, goals, educational records, and follow through.		October 2005		CWS IDT
	12.1.10 Monitor progress and results.		Ongoing		CWS IDT

<b>Strategy 12.2.</b> Have MISC Care Coordinator (CWS and Probation) include transitional planning (TILP) in all MISC eligible service plans.		<b>Strategy Rationale:</b> ILP foster youth can benefit from inclusion of vocational rehabilitation services into mental health (and CWS) case plans. Therapeutic Response Aide (TRA) can be designated to perform Medi-Cal eligible vocational rehabilitation services as part of Mental Health, CWS, and Probation case plans.			
Milestones	12.2.1. Obtain current information on process to include TILP in the Mental Health plan.	Timeframes	April 2005	Assigned to	CWS Program Analyst
	12.2.2 Explore availability of other vocational services including Work Investment Act (WIA), County Education Career Center, and Work Resource Centers (WRC).		June 2005		CWS Program Analyst
	12.2.3 Present information at MISC Cross-Agency meeting for program discussion.		July 2005		CWS Manager - MISC Liaison
	12.2.4 Present to Inter Agency Program and Fiscal (IAPF) meeting for policy decision.		September 2005		CWS Deputy Director

<b>Improvement Goal 13:</b> Ensure each youth emancipating is connected to an "Involved and Supportive Adult."					
<b>Strategy 13.1</b> Identify involved and supportive adults starting at 10 years of age that are consistently available for the duration of care.			<b>Strategy Rationale</b> Connecting youth with an adult mentor can reduce the alienation that foster youth often feel upon emancipation.		
Milestones	13.1.1 Develop requirements and role for Involved and Supportive Adults.	Timeframes	November 2004 (concurrent with Strategies 12.1, 16.2)	Assigned to	CWS Team
	13.1.2 Consider identifying Involved and Supportive Adults at TDMs, Placement Review Committees, or Emancipation Conferences and update at each subsequent conference.		January 2005		CWS Team, Probation
	13.1.3 Develop protocol for identifying potential Involved and Supportive Adults.		February 2005		CWS Team , CWS Program Analyst
	13.1.4 Train CWS staff on process to ensure participation of Involved and Supportive Adults.		March 2005		CWS Training Supervisor
	13.1.5 Implement process for identification of Involved and Supportive Adults.		April 2005		CWS Unit Supervisors
	13.1.6 Monitor progress		Ongoing		CWS Court Services Supervisor

<b>Strategy 13.2</b> Evaluate training curriculum to determine and revise content covering caregiver involvement in transitional planning.			<b>Strategy Rationale:</b> Caregivers can play an instrumental role in helping foster youth transition to independence.		
Milestones	13.2.1. Examine curriculum.	Timeframes	September 2004	Assigned to	CWS Program Analyst, CWS Program Manager for Licensing
	13.2.2 Identify participants and convene workgroup meeting to include Foster Kinship Care Education Programs at community colleges, Foster Parent Association, and other community partners.		October 2004		CWS Program Manager for Licensing
	13.2.3 Identify areas for improvement and revision. Make recommendations.		January 2005		Workgroup
	13.2.4 Revise and implement new training curriculum.		July 2005		Community Colleges, CWS Program Manager for Licensing

<b>Improvement Goal 14:</b> Increase youth participation in critical decisions affecting them.					
<b>Strategy 14.1</b> Promote the use of <i>age-appropriate</i> positive methods to attract youth to TILP services.			<b>Strategy Rationale:</b> Engaging youth can provide critical “ownership” and “buy-in” to service plans. Foster youth stated a need to have more of a “voice.”		
Milestones	14.1.1 Develop and send out Foster Youth Survey to foster youth, caregivers, CWS and Probation staff to solicit areas of concern and interest to foster youth.	Timeframes	January 2005	Assigned to	CWS IDT
	14.1.2 Establish Foster Youth Advisory Board		April 2005		ILP Manager
	14.1.3 Develop a range of activities to address identified survey needs.		May 2005		Foster Youth Advisory Board
	14.1.4 Create a foster youth publication/newsletter.		June 2005		Foster Youth Advisory Board, CWS Program Analyst
	14.1.5 Include foster youth representation in developing training for social workers, training for foster parents and ILP training curriculum.		July 2005		Foster Youth Advisory Board, CWS Training Supervisor
	14.1.5 Monitor progress via ILP participation and attendance.		August 2005		ILP Manager

<b>Strategy 14.2</b> Establish a California Youth Connection Chapter.			<b>Strategy Rationale:</b> There is no local chapter of CYC. Involving youth in activities that are run by youth creates a high degree of ownership and engagement.		
Milestones	14.2.1 Confer with contracted personnel charged with starting up group and former foster youth	Timeframes	October 2004	Assigned to	CWS Program Analyst, (Art Fisher at County Schools may be contact, Jo Jo Carbonell at AHC/ILP).
	14.2.2 Examine neighboring counties for CYC activities.		November 2004		CWS Program Analyst
	14.2.3 Secure adult sponsor.		February 2005		CWS Manager for ILP
	14.2.4 Initiate efforts to involve youth. Facilitate development of group.		June 2005		Adult sponsor and any ILP associated youth.

**Improvement Goal 15:** Develop transitional housing opportunities to facilitate successful emancipation.

<b>Strategy 15.1</b> Establish transitional housing programs for foster youth (ages 16-19).		<b>Strategy Rationale</b> Developing transitional housing for youth provides a supportive, structured setting in which to prepare for independent living.			
Milestones	15.1.1 Identify workgroup participants.	Timeframes	January 2006 (concurrent with Strategy 16.1)	Assigned to	CWS Team, CWS Special Projects Manager.
	15.1.2 Confer with Housing and Community Development.		January 2006		CWS Program Analyst, Will Reed at Housing.
	15.1.3 Convene Workgroup.		March 2006		CWS Manager for ILP
	15.1.4 Outline mission, goals, and target population.		June 2006		Housing Workgroup
	15.1.5 Identify funding sources.		November 2006		Housing Workgroup, CWS Deputy Director
	15.1.6 Develop service strategies, facility protocols, and site location(s).		February 2007		Housing Workgroup, CWS Manager for ILP
	15.1.7 Develop and implement plan.		August 2007		CWS Manager for ILP

**Improvement Goal 16:** Develop housing opportunities for emancipated "post-dependency" youth.

<b>Strategy 16.1</b> Establish a housing program for emancipated foster youth.		<b>Strategy Rationale:</b> The cost of housing in Santa Barbara is so exorbitant that emancipated foster youth need subsidized housing opportunities.			
Milestones	16.1.1 Identify workgroup participants.	Timeframes	January 2006 (concurrent with Strategy 15.1)	Assigned to	CWS Team, CWS Special Projects Manager.
	16.1.2 Confer with Housing and Community Development.		January 2006		CWS Program Analyst, Will Reed at Housing.
	16.1.3 Convene Workgroup.		March 2006		ILP Manager

Milestones	16.1.4 Outline mission, goals, and target population.	Timeframes	June 2006	Assigned to	Housing Workgroup
	16.1.5 Identify funding sources.		November 2006		Housing Workgroup, CWS Deputy Director
	16.1.6 Develop service strategies, facility protocols, and site location(s).		February 2007		Housing Workgroup, ILP Manager
	16.1.7 Develop and implement plan.		August 2007		ILP Manager

<b>Strategy 16.2</b> Explore the development of an "After-Care" Support and/or "Host Family" type program giving youth a place to stay, or return to, after emancipation.		<b>Strategy Rationale:</b> Emancipated youth are often unsuccessful in their first attempts at independence. Providing continuing support after emancipation can reduce homelessness and provide a fallback position to help "springboard" youth to self-sufficiency.			
Milestones	16.2.1 Explore expanding current Family to Family recruitment efforts to include the "Host Family" model.	Timeframes	November 2004 (concurrent with Strategies 13.1, 12.1)	Assigned to	Regional Family to Family Workgroups
	16.2.2 Explore revising PRIDE Training to include "Host Family" model.		February 2005		CWS Program Manager for Licensing and Community College
	16.2.3 Explore collaboration with FYS and Community Colleges to establish ongoing weekly support group.		May 2005		Regional Family to Family Workgroups, FYS, community colleges.
	16.2.4 Explore with FYS and Community Colleges ongoing career planning activities.		October 2005		Regional Family to Family Workgroups, FYS, community colleges.

Strategy 16.3 Develop tracking method to maintain contact with emancipating youth.		<b>Strategy Rationale:</b> Maintaining contact with emancipated youth can provide CWS follow-up opportunities to assist them with needed services and support as they move toward self-sufficiency.			
Milestones	16.3.1 Convene CWS Information and Data Team to discuss possible approaches.	Timeframes	March 2005	Assigned to	CWS IDT
	16.3.2 Confer with CWS, FYS, Foster Youth, Community Colleges and service providers involved in Strategies 13.1, 12.1., and 14.2.		May 2005		CWS Program Analyst
	16.3.3 Develop a plan to collaborate with other service providers to maintain contact with youth.		September 2005		CWS Program Analyst
	16.3.4 Monitor progress and evaluate effectiveness of approach.		November 2005		CWS IDT, CWS Manager for ILP

<i>Describe systemic changes needed to further support the improvement goal.</i> Meeting the challenge of rapidly rising housing costs will require innovative thinking and diligent efforts by both the public and private sector.
<i>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</i> CWS will need knowledge of school matriculation policies for the development and tracking educational outcome measures.
<i>Identify roles of the other partners in achieving the improvement goals.</i> FYS and school districts can help with the above training. FYS can help obtain and update educational records for HEP.
<i>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</i> The Federal government could qualify emancipating foster youth for Section 8 housing certificates.



## Systemic Factor: Teamwork with the Juvenile Court

**County's Current Performance:** Discussion during a number of focus groups revealed a range of issues that, if addressed, would enhance teamwork amongst the personnel involved in Juvenile Court process. Issues to examine include reasons for continuances, ways to be more timely with reports, promoting better understanding of risk/safety, children's mental health and developmental milestones, and options regarding Alternative Dispute Resolution.

**Improvement Goal 17:** Enhance the Juvenile Court and CWS collaboration effectiveness.

**Strategy 17. 1** Utilize existing court groups (Regional "Brown Bags", Countywide Court Group, and Beyond the Bench) to identify priority areas that will promote effectiveness between all parties involved in the Juvenile Court process.

**Strategy Rationale:** Existing groups provide a convenient opportunity to address issues affecting CWS and the Juvenile Court.

Milestones	17.1.1 Discuss strategies at Regional Brown Bags – for putting on agenda at Beyond the Bench 2004.	Timeframes	November 2004	Assigned to	Presiding Juvenile Court Judge, CWS Manager for Court Services
	17.1.2 Attend Beyond the Bench to decide on priority areas and develop plan to promote effective collaboration between CWS and the Court.		December 2004		Court Workgroup
	17.1.3 Discuss and develop strategies and recommendations on improving teamwork.		January 2005		Court Workgroup
	17.1.4. Finalize agreements and develop protocols.		April 2006		Court Workgroup
	17.1.5 Train staff on new protocols.		June 2006		CWS Training Supervisor
	17.1.6 Implement protocol		July 2006		CWS and Court
	17.1.7 Monitor progress		Ongoing		CWS and Court

## Systemic Factor: Data Management in Child Welfare Services / Case Management System (CWS/CMS)

**County's Current Performance:** Child Welfare Services/Case Management System (CWS/CMS) is a statewide database that was implemented in Santa Barbara County in 1997 to handle the data and business process needs of CWS. Since going "live", CWS has been a "full utilization" county and has received noteworthy praise (and supplemental funding) for its efforts. Yet, given the complexity of this large database that has over 700 screens of information, CWS has identified a range of critical data management issues that require a concerted and focused effort for improvement. CWS is intent on focusing on data completion, data integrity and timely entry to provide better information to all levels of CWS personnel, State CDSS, and external agencies.

**Improvement Goal 18** Promote "Data Diligence" in the Child Welfare Services/Case Management System (CWS/CMS) to improve our accuracy, timeliness, and completeness of data.

**Strategy 18.1** Educate, train, and support staff in exploring data entry issues in CWS/CMS.

**Strategy Rationale:** Over the past several years, CWS Management has focused attention on contacts, court reports, and case plans. However, with the advent of Outcome Measures it is necessary to have many other data elements documented in CWS/CMS to accurately reflect work being done by staff. CWS Management needs to educate staff as to how their data entry efforts impact CWS Outcome Indicators.

Milestones	Timeframes	Assigned to
18.1.1 Develop prioritized data integrity "checklist" for use by CWS Supervisors and management report for CWS Team (including AFCARS, AB636, Health and Education Passport elements, referrals on abuse in care, and a variety of other elements.)	October 2004	CWS IDT
18.1.2 Develop data reports that reflect regional performance.	October 2004	CWS IDT
18.1.3 Provide necessary technical assistance and/or training as indicated by performance reports.	November 2004	CWS IDT, CWS Training Supervisor, Regional Training Academy
18.1.4 Ensure appropriate actions are taken by staff	January- March 2005	CWS Unit Supervisors
18.1.5 Monitor progress and confer as to corrective actions.	Ongoing	CWS IDT and CWS Team

# VI. Appendix

## SIP Team 2004

Mary Alkhaja	Community Action Commission	Family Mentor
Clifford Anderson	Superior Court of Santa Barbara County	Juvenile Court Judge
Gil Armijo	Board of Supervisors, 5th District	Administrative Assistant to Supervisor Centeno
Bill Batty	Family Service Agency	Director
Barbara Beck	Superior Court of Santa Barbara County	Presiding Juvenile Court Judge
Bonnie Beedles	County Education Office	Foster Youth Services
Katrina Carlson	CASA - Court Appointed Special Advocates	Program Director/ Advocate Trainer
Michael Dean	Department of Social Services	Deputy Director
Scott DeuPree	Probation Department	Deputy Chief Probation Officer
Wes Forman	Probation Department	Probation Supervisor
Deborah Hartman	Child Welfare Services	Division Chief
Deborah Holmes	CALM - Child Abuse Listening and Mediation	Program Manager
Randall Hudson	Child Welfare Services	Program Analyst
Gilbert Ibarra	Probation Department	Probation Officer
Carolyn Karnauskus	Child Welfare Services	CWS Supervisor
William LaRocco	Child Welfare Services	Division Chief
Nancy Madsen	Human Services Commission	Administrator
Sarah McKittrick	Foster Parent Association	Board Financial Director
Cindy Nott	Child Welfare Services	Division Chief
Margarita Olimpio	KIDS Network	KIDS Network Coordinator

Judy Osterhage	Santa Barbara City College - Early Childhood Education	Foster Care Education Coordinator
Yolanda Perez	Child Welfare Services	Program Analyst
Paula Perotte	Community Action Commission	Family Mentor
Mary Rice	Alcohol, Drug, Mental Health Services, Early Childhood Mental Health Program	Program Manager
Refugio Rodriquez	Community Action Commission	Program Manager
Will Rogers	Santa Maria Youth & Family Services	Director
Susan Warnstrom	Board of Supervisors, 4th District	Executive Assistant to Supervisor Gray
Pat Wheatley	First 5 Commission	Director
Scott Whiteley	Alcohol, Drug, Mental Health Services, Multi-agency Integrated System of Care	Program Manager
Carol Wingereid	Child Welfare Services	CWS Supervisor
Liz Woods	Regional Training Academy California State University, Fresno	Southern Region - Training Coordinator

## Self-Assessment Participants 2004

### KIDS Network:

Christina Bath, Bill Batty, Florene Bednersh, Jennifer Bergquist, Ann Bockius, Nanci Bratcher, Bill Campbell, Linda Castillo-Cohen, Joe Centeno, Shannon Rose Chavez, Eduardo F. Cue, Julia Dawson-Karpf, Tara Dooley, Bill Elliott, Susan Erhlich, Carole Ferrari, Edna Flores, Mike Foley, Maite Franck, Flo Furuike, Hector Gonzalez, Joni Gray, Sally Green, Diane Harmon, Alma Hernandez de Wilson, Brenda Herrera, Art Hicks, Edith Hicks, Susan Horne, Kathleen Karle, Francene Kelly, Beverly King, Anna Kokotovic, Valerie Kolstad, Mary Beth Lepkowsky, Georgene Lowe, Margaret Lydon, Rita Madden, Nancy Madsen, Frances J. Malinoff, Gail Marshall, Marcia McClish, Gina Meras, Lu Ann Miller, Eileen Monahan, Chris Moody, Norene Nims, Nathan O'Hara, Bonnie Pack, Dean Palius, Ernesto Paredes, Kris Pilkington, Carol Powers, Mary Rice, Janice Rorick, Susan Rose, Amy Schneider, Naomi Schwartz, Marta Serna, Terry Sharpe, Dulcie Sinn, Dorothy Steinert, Christina Thielst, Gail Tissier, James K. To, Laurie Tumbler, Sharol Viker, Cheryl Waller, Theresa Weissglass, Pat Wheatley, Ann Wood, Lauren Wyeth, Maria Zavala-Garcia

### MISC Cross-Agency:

William Batty, Bonnie Beedles, Florene Bednersh, Antoinette Billington, Frank Bush, James Carlson, Michael Dean, Bob Del Real, Scott Deupree, Sharleen Dolan, James Egar, Wes Forman, Maryann Gackle, Heidi Garcia, Suzanne Grimmesey-Kirk, Barbara Harmon, Deborah Hartman, Melissa Hoesterey, Jim Hopper, Sylvia Johns, Carolyn Karnauskas, Lennie Kwock, William LaRocco, Maureen Leonard, Margaret Lydon, Rita Madden, Frances Malinoff, Marcia McClish, Jim McCracken, Grace McIntosh, Jeanie Mitchell, Cindy Nott, Margaret Olimpio, Jane Overbaugh, Mary Rice, Robert Richey, Al Rodriquez, Cecilia Rodriquez, Refugio Rodriquez, Will Rogers, Barbie Rozek, Jennifer Schneider, David Scott, Tom Sodergren, Linda Walch, Rob Walton, Alma Webber, Scott Whiteley, Renee Wright

### Juvenile Court:

Judge Clifford Anderson, Judge Barbara Beck, Bob Brems, Katrina Carlson, Jennifer Cera, Michael Dean, Scott DeuPree, Carol Freden-Hubner, Lisa Fritz, Vicky Hinkens, Randolph Hudson, Francene Kelly, Amy Krueger, Toni Lorien, Lucy Mesecher, Cindy Nott, Yolanda Perez, Marianne Reagan, Rachel Solomon, Carol Wingereid

### Child Welfare Services Team Meeting:

Jojo Carbonell, Jennifer Dale, Michael Dean, Cathy DeCaprio-Wells, Lisa Garrison, Laurie Haro, Deborah Hartman, Melissa Hoesterey, Randall Hudson, Carolyn Karnauskas, William LaRocco, Dawn Lester, Linda Mabry, Suzy Maraboto, Cindy Nott, Yolanda Perez, Joe Pollan, Carlos Ponce, Nikki Smith, Jan Stricklin, Linda Walch, Carol Wingereid

*Note: Sign-in sheets were not all complete, especially for KIDS and MISC. Our apologies to any participants who are not listed.*

## Organizations Invited to Participate in the C-CFSR

Alcohol, Drug, and Mental Health Services  
Allan Hancock College  
Board of Supervisors, 4th District  
Board of Supervisors, 5th District  
California Youth Connection  
Court Appointed Special Advocates (CASA)  
Child Abuse Listening and Mediation (CALM)  
Community Action Commission (CAC)  
Community Recovery Network  
Council on Alcoholism and Drug Abuse  
County Public Health Department  
Domestic Violence Solutions  
Early Childhood Mental Health Collaborative  
Family Life Counseling  
Family Service Agency  
First 5 Commission of Santa Barbara County  
Foster Parent Association of Santa Barbara County  
Guadalupe Union School District  
Healthy Start Family Resource Centers  
Juvenile Justice/Delinquency Prevention Commission  
KIDS Network  
Legal Aid Foundation - DVCC  
Lompoc Police Department  
Lompoc Unified School District  
Lompoc Valley Community Healthcare  
Mental Health Commission  
North County Rape Crisis & Child Protection Center  
Probation Peace Officers Association  
PTA - 15th District  
Public Health Department - TAPP Program

Regional Training Academy  
Santa Barbara City College - Early Childhood Education  
Santa Barbara County Sheriff  
Santa Barbara Police Department  
Santa Maria Bonita School District  
Santa Maria Police Department  
Santa Maria Youth & Family Center  
Santa Ynez Tribal Health Clinic  
Santa Barbara County (SBC) Education Office  
SBC Alcohol & Drug Program Office  
SBC County Counsel  
SBC Department of Child Support Services  
SBC Department of Social Services (DSS)  
SBC District Attorney  
SBC District Attorney Victim Witness Assistance Program  
SBC Housing & Community Development Department  
SBC Housing Authority  
SBC Human Services Commission  
SBC Office of Early Care & Education  
SBC Probation Department  
SBC Public Defender  
SBC-DSS - Child Welfare Services Administration  
SBC-DSS - Child Welfare Services SEIU Representatives  
Service Employees International Union (SEIU) Local 535  
Superior Court of Santa Barbara County  
Tri-Counties Regional Center  
United Way  
Workforce Investment Board  
Workforce Investment Board Youth Council  
YMCA

## VII. Glossary

ADMHS – Alcohol, Drug, and Mental Health Services is a county agency and collaboration partner with CWS.

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

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

CAC – Community Action Commission is a local CBO that administers a variety of human services programs.

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

CASA – Court Appointed Special Advocates are appointed by the court to support foster children in the Dependency system.

Casa Pacifica is a public/private partnership residential treatment center offering a wide range of assessment, crisis care, medical and educational services for abused and neglected children.

CBO – Community Based Organization

CDSS – California Department of Social Services (State) is the regulatory body overseeing each county CWS in the State of California.

Children in the Gap is a committee formed by members of Board of Supervisors to identify needs and issues of youth in the Santa Maria region.

Community Conversations was one-time federal funds (PSSF) to facilitate Child Welfare Services and community collaboration as an initial phase of Child Welfare Services Redesign.

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

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

CRIS – Community Resources Information Services is a local Santa Barbara County guidebook and web based directory to public and private human services and resources assembled by the local CBO Family Service Agency.

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

CWS – Child Welfare Services

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

Differential Response is a concept proposed in CWS Redesign where CWS Referrals will be evaluated for the level of risk and responded to by either CWS or a community partner agency.

DSS – Department of Social Services

DV Solutions – Domestic Violence Solutions is a local CBO.

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

Family to Family (F2F) is an initiative sponsored by the Annie E. Casey Foundation to engage the community to better serve children and families. Technical Assistance is being provided by a Stuart Foundation grant.

Family Maintenance (FM) is a term used by CWS for services delivered by CWS to children residing in their home. FM can be either voluntarily requested by the family or ordered by the Juvenile Court.

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

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

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

Family Violence Coalition is a collaborative effort of regional groups to address Domestic Violence issues and promote interagency collaboration.

First Five Commission is the governing body for the administration of Proposition 10 child development funds.

Front Porch is a program funded by PSSF and operated by Community Action Commission under contract with County CWS to serve lower risk families referred to them by CWS. It is the first effort by County CWS to pilot Differential Response.

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

Healthy Families is a California medical insurance program for children.

Healthy Start is a school based service established in seven locations countywide and partially supported by PSSF funds.

HEP – Health and Education Passport is a CWS document that contains health and education information for a foster child.



HIPAA – Health Insurance Portability and Accountability Act (Federal)

FUP - Family Unification Program – Federal program to provide subsidized housing for Child Welfare Services families to promote family preservation and reunification.

IAPC – Inter Agency Policy Council is a council of department heads from ADMHS, Public Health, DSS, Probation, and Child Support.

IAPF – Inter Agency Program and Fiscal is a council of various program and fiscal executives from the above departments (see IAPC).

IDT – Information and Data Team is a Santa Barbara County Child Welfare committee formed to turn data into useful information for workers, supervisors and managers.

ILP – Independent Living Program is a state/federal program to support foster youth towards self-sufficiency.

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

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

KIDS Annual Report and Scorecard contains performance statistics and measures for children in Santa Barbara County collated from public and private agencies.

“Linkages” is an intra-agency partnership to better facilitate service delivery and case planning between CWS and CalWORKs.

MDT is a Multi-Disciplinary Team as defined by the Welfare and Institutions Code 18965.

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

MISC – Multi-agency Integrated System of Care is Santa Barbara County’s Children’s System of Care; a collaboration between four public agencies (Mental Health, DSS, Probation and Public Health) and CBO’s including CAC, CALM and SMVYFC.

MISC Network Providers – ADMHS contracts with medical and mental health providers in the County to provide services to MISC clients.

PRC Placement Review Committee is a weekly regional MDT meeting convened by Probation with public/private agencies to discuss and plan for minors needing probation placement.

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

PSSF – Promoting Safe and Stable Families is a federal funding source.

Regional Training Academy (RTA) is based at California State University Fresno and is the regional provider for CWS Training.

Relative Approval Workers are specialized Child Welfare Services workers that perform the approvals for the placement of children in relative and extended-kin homes.

Resource Family is a foster family (kin or non-kin), respite provider, or natural support for birth families.

RST is the CalWORKs funded ADMHS Resource Support Team

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

Santa Maria Valley Youth and Family Center (SMVYFC) is a CBO providing services to children and families in North County.

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

Sojourn – Sojourn Services is a CBO that delivers in-home services to lessen the risk of child abuse and neglect.

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

TDM – Team Decision Making meetings are part of the Family to Family Initiative where CWS concerns, family strengths, and resource supports are identified and discussed between CWS, birth families, service providers, youth, and natural family supports.

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

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

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

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

UCSB Evaluations – UC Santa Barbara provides research support and analysis for DSS and Probation, and Mental Health.

WEB – Welcome Every Baby is a countywide home visitation program serving all newborn children through age 9 months.

## SIP Team Participants 2004

Mary	Alkhaja	Community Action Commission	Family Mentor
Clifford	Anderson	Superior Court of Santa Barbara County	Juvenile Court Judge
Gil	Armijo	Board of Supervisors, 5th District	Administrative Assistant to Supervisor Centeno
Bill	Batty	Family Service Agency	Director
Barbara	Beck	Superior Court of Santa Barbara County	Presiding Juvenile Court Judge
Bonnie	Beedles	County Education Office	Foster Youth Services
Katrina	Carlson	CASA - Court Appointed Special Advocates	Program Director/ Advocate Trainer
Michael	Dean	Department of Social Services	Deputy Director
Scott	DeuPree	Probation Department	Deputy Chief Probation Officer
Wes	Forman	Probation Department	Probation Supervisor
Deborah	Hartman	Child Welfare Services	Division Chief
Deborah	Holmes	CALM - Child Abuse Listening and Mediation	Program Manager
Randall	Hudson	Child Welfare Services	Program Analyst
Gilbert	Ibarra	Probation Department	Probation Officer
Carolyn	Karnauskus	Child Welfare Services	CWS Supervisor
William	LaRocco	Child Welfare Services	Division Chief
Nancy	Madsen	Human Services Commission	Administrator
Sarah	McKittrick	Foster Parent Association	Board Financial Director
Cindy	Nott	Child Welfare Services	Division Chief
Margarita	Olimpio	KIDS Network	KIDS Network Coordinator
Judy	Osterhage	Santa Barbara City College - Early Childhood Education	Foster Care Education Coordinator
Yolanda	Perez	Child Welfare Services	Program Analyst
Paula	Perotte	Community Action Commission	Family Mentor
Mary	Rice	Alcohol, Drug, Mental Health Services, Early Childhood Mental Health Program	Program Manager
Refugio	Rodriquez	Community Action Commission	Program Manager
Will	Rogers	Santa Maria Youth & Family Services	Director
Susan	Warnstrom	Board of Supervisors, 4th District	Executive Assistant to Supervisor Gray
Pat	Wheatley	First 5 Commission	Director
Scott	Whiteley	Alcohol, Drug, Mental Health Services, Multi-agency Integrated System of Care	Program Manager
Carol	Wingereid	Child Welfare Services	CWS Supervisor
Liz	Woods	Regional Training Academy - California State University, Fresno	Southern Region - Training Coordinator

# Self-Assessment Participants 2004

## MISC Cross-Agency:

William Batty, Bonnie Beedles, Florene Bednersh, Antoinette Billington, Frank Bush, James Carlson, Michael Dean, Bob Del Real, Scott Deupree, Sharleen Dolan, James Egar, Wes Forman, Maryann Gackle, Heidi Garcia, Suzanne Grimesey-Kirk, Barbara Harmon, Deborah Hartman, Melissa Hoesterey, Jim Hopper, Sylvia Johns, Carolyn Karnauskas, Lennie Kwock, William LaRocco, Maureen Leonard, Margaret Lydon, Rita Madden, Frances Malinoff, Marcia McClish, Jim McCracken, Grace McIntosh, Jeanie Mitchell, Cindy Nott, Margaret Olimpio, Jane Overbaugh, Mary Rice, Robert Richey, Al Rodriquez, Cecilia Rodriquez, Refugio Rodriquez, Will Rogers, Barbie Rozek, Jennifer Schneider, David Scott, Tom Sodergren, Linda Walch, Rob Walton, Alma Webber, Scott Whiteley, Renee Wright

## Child Welfare Services Team Meeting:

Jojo Carbonell, Jennifer Dale, Michael Dean, Cathy DeCaprio-Wells, Lisa Garrison, Laurie Haro, Deborah Hartman, Melissa Hoesterey, Randall Hudson, Carolyn Karnauskas, William LaRocco, Dawn Lester, Linda Mabry, Suzy Maraboto, Cindy Nott, Yolanda Perez Joe Pollan, Carlos Ponce, Nikki Smith, Jan Stricklin, Linda Walch, Carol Wingereid

## KIDS Network:

Christina Bath, Bill Batty, Florene Bednersh, Jennifer Bergquist, Ann Bockius, Nanci Bratcher, Bill Campbell, Linda Castillo-Cohen, Joe Centeno, Shannon Rose Chavez, Eduardo F. Cue, Julia Dawson-Karpf, Tara Dooley, Bill Elliott, Susan Erlich, Carole Ferrari, Edna Flores, Mike Foley, Maite Franck, Flo Furuike, Hector Gonzalez, Joni Gray, Sally Green, Diane Harmon, Alma Hernandez de Wilson, Brenda Herrera, Art Hicks, Edith Hicks, Susan Horne, Kathleen Karle, Francene Kelly, Beverly King, Anna Kokotovic, Valerie Kolstad, Mary Beth Lepkowsky, Georgene Lowe, Margaret Lydon, Rita Madden, Nancy Madsen, Frances J. Malinoff, Gail Marshall, Marcia McClish, Gina Meras, Lu Ann Miller, Eileen Monahan, Chris Moody, Norene Nims, Nathan O'Hara, Bonnie Pack, Dean Palus, Ernesto Paredes, Kris Pilkington, Carol Powers, Mary Rice, Janice Rorick, Susan Rose, Amy Schneider, Naomi Schwartz, Marta Serna, Terry Sharpe, Dulcie Sinn, Dorothy Steinert, Christina Thielst, Gail Tissier, James K. To, Laurie Tumbler, Sharol Viker, Cheryl Waller, Theresa Weissglass, Pat Wheatley, Ann Wood, Lauren Wyeth, Maria Zavala-Garcia

## Juvenile Court:

Judge Clifford Anderson, Judge Barbara Beck, Bob Brems, Katrina Carlson, Jennifer Cera, Michael Dean, Scott Deupree, Carol Freden-Hubner, Lisa Fritz, Vicky Hinkens, Randolph Hudson, Francene Kelly, Amy Krueger, Toni Lorien, Lucy Mesecher, Cindy Nott, Yolanda Perez, Marianne Reagan, Rachel Solomon, Carol Wingereid

*Note: Sign-in sheets were not all complete, especially for KIDS and MISC. Our apologies to any participants who are not listed.*