

# APPENDIX A

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## Inter-Agency Policy Council (IAPC)

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**Purpose:**

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

## Inter-Agency Program Fiscal (IAPF)

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### **Purpose:**

IAPF meetings are a bi-monthly meeting of the Program Deputies and Fiscal Officers from DSS, Behavioral Wellness, Public Health and Probation to operationalize the collaborations and initiatives.

# Kids Network

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## **Purpose:**

The 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. Standing and ad-hoc committees work on strategies to address a variety of issues.

## **2015-2016 ROSTER**

1. Adam, Peter; 4th District Supervisor
2. Allen, Chrissy
3. Baker, Justin
4. Bednersh, Florene; SBCEO, THRIVE Guadalupe, CAC
5. Beedles, Bonnie; SBCEO Transitional Youth Services
6. Bergquist, Jennifer
7. Brabo, Lisa; Family Service Agency
8. Brown, Lisa; 4th District Supervisor Representative
9. Chavez, Shannon Rose; North County Rape Crisis Center
10. Copley, Sandra; SBC - Public Health Dept.
11. Costa, Ashley; Lompoc City Council
12. Coughlin, Sallie; Women's Fund of Santa Barbara
13. Crabaugh, Pamela; Tri-Counties Regional Center
14. Craft, Michael; Behavioral Wellness

15. Davis, Melanie; Probation Department, SB County
16. Dominguez, Karin; THRIVE Santa Maria
17. Dooley, Tara; SBCEO Children's Health Initiative
18. Drake, Devin; Deputy Director of Adult And Children DSS
19. Fahey, Sandy; Behavioral Wellness
20. Finch, Barbara; DSS Adult and Children Network Director
21. Fisk, Maria; Carpinteria Children's Project
22. Forman, Fran; CAC
23. Fredrick, Jamie
24. Gonzalez, Cristina; The Fund for Santa Barbara
25. Goodman, Lori; CALM
26. Graham, Michelle Santa Barbara Family Care Center
27. Grimesey, Suzanne; Behavioral Wellness
28. Harter, Nancy
29. Hartman, Deborah; DSS Division Chief
30. Hernandez Wilson, Alma; Braille Institute
31. Herrera, Brenda; Dorothy Jackson Family Resource Center
32. Holbrook, Laurie; Probation Department, SB County
33. Hollis, Kathy; SBCEO Assistant Superintendent, Education Services
34. Holmes, Deborah; CALM
35. Huerta, Gracie
36. Klein-Rothschild, Susan; PHD, County of Santa Barbara
37. Krueger, Amy; DSS Division Chief Adult & Children Services

38. Lindner, Linda
39. Long, Trina; Public Health Department
40. Lowe, Georgene; SBCEO Health Linkages Coordinator
41. MacGregor, Wendy; SBCC Foster Youth Liaison Advisor
42. Marquez, Alma; Valley Youth & Family Center SM Bonita School District
43. McCarty, Ann; North County Rape Crisis Center
44. Miller, LuAnn; Isla Vista Youth Projects
45. Monahan, Eileen; Office of Early Care & Ed.
46. Morrison, Hannah; Family Care Network of SLO and SB Counties
47. Neenan, Lorraine; President of the Board of Directors PHP
48. Nelson, Bob; Chief of Staff for 4th District Supervisor
49. Nielson, Daniel; Dept. of Social Services Director
50. Nims, Norene; 15th District PTA
51. Palius, Dean; SYV People Helping People
52. Paredes, Ernesto; Easy Lift Transportation
53. Powers, Karin; North County Rape Crisis & Child Protection Center
54. Rabago, Guadalupe; Chief Probation Officer
55. Ramirez, Lucille Boss; SBCC Foundation
56. Ray, Monica; Cottage Health
57. Rodriguez, Al
58. Rodriguez, Cecilia; CALM

59. Rodriguez, Cuco; Behavioral Wellness
60. Rodriguez, Rosalinda; Aspiranet Central Coast
61. Romo, Ben; First 5
62. Ruddy, Robin; Aspiranet Central Coast
63. Serrano, Saul; CAC
64. Steels, James; Probation Department, SB County
65. Stone, Joyce; SBCEO
66. Swanson, Brian; Probation Department, SB County
67. Tivey, Dennis; DSS
68. Vicuna, Ana; Behavioral Wellness Division Chief of Clinical Operations
69. Weaver, Edwin; Fighting Back Santa Maria Valley
70. Weber, Erin; 3rd District Representative
71. Wolf, Janet; 2nd District Supervisor

# Child Welfare Stakeholders

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## **Purpose:**

Child Welfare Stakeholders examine the current processes and outcomes of the public Child Welfare Services program in California and determine the desired directions and goals for the program.

The CWS Stakeholder Group will identify common values with respect to the care of abused and neglected children and their families, create a vision for California's children, and identify necessary programmatic and organizational changes. These proposed changes will be designed to enhance and improve the quality of child welfare services in California.

## **Current Stakeholder Listing**

1. Isabel Camarena Tovar, Manager; CAC
2. Leti Martinez, Enrollment Specialist; CAC
3. Elena Cavalier, SC; TCRC
4. Lilia Rangel-Reyes, SC; TCRC
5. Michael Tony, SC; TCRC
6. Rosio Aparicio, SC; TCRC
7. John Ryan, Manger; TCRC
8. Alison Wales, Associate Director; NCRCC
9. Florence Bednergh, Administrator; SBCEO/CAC
10. LuAnn Miller, Executive Director; IV Youth Program
11. Tracy Lang Wood, Director; CAC

12. Alma Marquez, Program Manager; SM Healthy Start (FRC)
13. Dolores Daniel, Program Manager; TYS, SBCEO
14. Veronica Rubio, Supervisor; CAC
15. Deborah Holmes, Chief Program Officer; CALM
16. Barb Finch, Director; DSS Kids Network
17. Ben Romo, Executive Director; First 5
18. Danielle Martinez, Foster Care Manager; FCN
19. Noel Lossing, Division Chief; DSS/CWS
20. Hannah Morrison; Social Worker; FCN
21. Amelia Abernathy, Supervising Social Worker; Dignity Health Marian
22. Claudia Vandermolen, Social Worker; Dignity Health Marian
23. Devin Drake, Director; CWS
24. Natalia Corral , Educational Advocate; SBCEO-TYS



## **Child Abuse Prevention Council (CAPC)**

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### **Purpose:**

CAPC is a community council with the primary purpose of coordinating efforts to prevent and respond to child abuse and neglect. The CAPC is open to anyone who is interested. Current membership includes representatives from public and non-profit agencies, community groups and parents.

# Quality Parenting Initiative (QPI)

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## **Purpose:**

QPI is an approach to strengthening foster care, by refocusing on excellent parenting for all children in the child welfare system.

When parents can't care for their children, the foster or relative family must be able to provide the loving, committed, skilled care that the child needs, while working effectively with the system to achieve the best possible permanency option for that child. Both the caregiver's parenting skills and the system's policies and practices should be based on child development research, information and tools.

QPI is an effort to rebrand foster care, not simply by changing a logo or an advertisement, but by changing the expectations of and support for foster parents and other caregivers. The key elements of the process are defining the expectations of caregivers, clearly articulating these expectations (the brand statement) and then aligning the system so that those goals can become a reality. When these changes are accomplished, the new brand becomes the basis for developing communication materials and designing integrated recruitment, training and retention systems.

## Partnership for Strengthening Families

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### **Purpose:**

Partnership for strengthening families is a cross-sector collaboration with an integrated plan for reducing the incidence of child abuse and neglect. In Santa Barbara County, Strengthening Families is being integrated into multiple service systems through the Partnership for Strengthening Families. The partnership was formed in 2010 to align the efforts of the Child Abuse Prevention Council and the Child Care Planning Council around the Protective Factors Framework. In 2011 the partnership was expanded to include the Network of Family Resource Centers. Activities have included shared learning, coordinated prevention efforts and leveraging of resources. An MOU between the three entities formalizes the partnership.

## Monthly Attendees

1. Terri Allison, Independent Consultant
2. Alma Marquez-Arias, Healthy Start Program Manager
3. Debi Badger, S.B.U.S.D. Program Director
4. Florene Bednersh Ph.D. , Administrator Children & family Resource Services
5. Jennifer Bergquist, Child Care Planning Council Member
6. Elizabeth Dawson, Owner of casa de Bambini Montessori
7. Karin Dominguez, THRIVE Santa Maria Project lead
8. Theresa Embry, M.A., Coordinator of Preschool Food & of Healthy Habits Initiative
9. Ashleigh Erving, Family Support Services Program Manager
10. Barb Finch, Children & Adult Network Director, DSS
11. Donna B. Fisher, M.A., Executive Director, Storyteller Children's Center
12. Maria Chesley Fisk, Ph.D. , Director Carpinteria Children's Project
13. Yvon Frazier, M.A., Program Director/ECS Assistant Professor
14. Lori Lander Goodman, MSW, Chief Development Officer
15. Michelle Graham, Executive Director; Children's Resource & Referral
16. Becky Jenkins, Quality Specialist; Children's Resource referral of S. B. County
17. Teresa Rodriguez-Johnes, Family Support; First Five Santa Barbara County
18. Amy Krueger, M.S., Division Chief Santa Barbara County DSS
19. Marco Medina, DBS; Santa Barbara County DSS
20. Nora Melendez, Program Support Specialist; CAC of Santa Barbara County
21. Gloria Munoz , AOP Santa Barbara County DSS

22. Luann Miller, Executive Director; Isla Vista Youth Projects
23. Alexis Murray, MFT, Staff therapist; St. Vincents
24. Marina Nolte, coordinator; Orfalea Family Children's Center
25. Kimberly Sheehy-Ornelas, Education Specialist; CAC of Santa Barbara
26. Karin Powers, Finance/HR Director Behavioral Wellness
27. Cuco Rodriguez, M.Ed., Division Chief; Behavioral Wellness
28. Teresa Segovia, M.A., Supervisor; CUSD Carpenteria Children's Project
29. Channone Sheller, Program Director; Children's Resource & Referral
30. Arcelia Sencion, Director of Health Care & human Services SYVPHP
31. Joyce Stone, Program Manager; Santa Barbara County Child Care Planning Council
32. Raquel Valdez, Director of Preschool; Santa Maria Bonita School District
33. Trudy Adair-Verbais Director of Child Development Programs
34. Sharol Viker, M. A. Program Officer, First 5 Santa Barbara County
35. Leslie Voss, M.A. UCSB Early Childhood Care & Education Services Director
36. Martha Yopez Programs Coordinator Cuyama
37. Shelly Grand, Director; Zaca Center Preschool

# Linkages

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## **Purpose:**

Linkages aims to provide more coordinated case planning and service delivery to our common DSS/CWS clientele. Goals for the program are:

1. Reduce conflict between CWS and CalWORKs case plans
2. CWS and CalWORKs will become a resource for each other
3. CWS and CalWORKs will be staffing mutual cases
4. Develop relationships between CWS and CalWORKs

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

## Front Porch

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### **Purpose:**

Front Porch is an approach to ensuring child safety that is expanding the ways in which Child Welfare Services (CWS) is responding to reports of child abuse and neglect. Front Porch offers a broader set of responses for working with families at the first signs of trouble, to help support families that are in need, and before further problems develop. With Differential Response, Child Welfare Services and partnering agencies including CAC, CALM, and First 5 funded Family Resource Centers work with families, and the community to engage them in finding solutions and to provide focused services so that families will be empowered and supported to make needed improvements.

## **RX for Kids Program**

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### **Purpose:**

RX for Kids provides experienced PHN Consultants who collaborate with DSS CWS to facilitate access to medical services, complete PHN assessments and make recommendations to DSS CWS regarding the population served within the agency. This program is exclusively between DSS and PHD.



## Pathways to Mental Health Services

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### *Purpose:*

Pathways to Mental Health Services aim to address the need for timely, appropriate mental health services for our foster children. The California Department of Social Services and the California Department of Health Care Services are working together to strengthen California's child welfare and mental health systems.

The objectives of this collaboration include:

1. The development of the Core Practice Model which describes the way that child welfare and mental health services will work together to serve child welfare involved children and their families and caregivers
2. Services for children with more intensive needs will receive medically necessary mental health services in their own home or family setting such as Intensive Care Coordination (ICC), Intensive Home Based Services (IHBS) and Therapeutic Foster Care (TFC)
3. Providing guidance on state and federal laws as needed to implement the Core Practice Model so that counties and providers can understand and consistently apply them

## Monthly Attendees

1. Sandy Fahey, Behavioral Wellness
2. Ana Vicuna, Behavioral Wellness
3. Careena Robb, Behavioral Wellness
4. Scott Whiteley, Behavioral Wellness
5. Stacy McCrory, Behavioral Wellness
6. Arlene Altobelli, Behavioral Wellness
7. Thelma Macias-Guerra, Behavioral Wellness
8. Sara Bazan, Behavioral Wellness
9. Lisa Conn, Behavioral Wellness
10. Debra Holmes, Behavioral Wellness
11. Mark Contois, CWS
12. Laurie Haro, CWS
13. Cathy DeCaprio-Wells, CWS
14. Maricela Golino, CWS
15. Veronica Jaime, CWS

# Children's System of Care Action Team

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## **Purpose:**

Children's System of Care Action Team is responsible for guiding the Behavioral Wellness System Improvement Process for the Children's System of Care. The Action Team is charged with systematically addressing recommendations and developing policies, procedures, protocols and partnerships to create and sustain a high quality service system that is outcome-oriented, adequately- resourced, integrated, evidence-based and welcoming of individuals with complex needs.

## **Key Constituencies**

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1. ADMH Regional Children's System of Care (CSOC) Clinics
2. Core Clinic
3. Spirit
4. Transitional Age Youth (TAY)
5. Katie A.,
6. Management Information Systems (MIS)
7. Department of Social Services, Child Welfare Services (CWS)
8. KIDS Network and the Child Abuse Prevention Council (CAPC)
9. Family members
10. Community Based Organizations (CBO's)
11. Santa Barbara County Education Office (SBCEO)

## SB163 Wraparound Steering Committee

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### **Purpose:**

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

# Human Trafficking Task Force

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## **Purpose:**

The Human trafficking Task Force meets every other month for 90 minutes and primary activities have been aimed at raising awareness of human trafficking in the community as well as providing training and education.

The Task Force is comprised of approximately 70 members from within Santa Barbara County, as well as agencies in both Ventura and San Luis Obispo.

## **Represented Agencies**

1. Local, state and federal law enforcement (Homeland Security, FBI)
2. Probation
3. DSS
4. Behavioral Wellness Public Health
5. Faith-based organizations
6. Homeless shelters
7. UC Santa Barbara
8. Rape Crisis Centers
9. CALM

10. Noah's Anchorage

11. Community counseling agencies and a variety of other community based organizations.

## Members Include

- |                       |                           |
|-----------------------|---------------------------|
| 1. Elizabeth Diaz     | 19. Yesenia Curiel        |
| 2. Adam Carrick       | 20. Davis Wales           |
| 3. Adolfo Garcia      | 21. Debra Deem            |
| 4. Adrian Gutierrez   | 22. Steve DeLira          |
| 5. Lena Alker         | 23. Devin Drake           |
| 6. Ann McCarty        | 24. Edwin Weaver          |
| 7. April De Pretis    | 25. Elena Richardson      |
| 8. Belinda Benassi    | 26. Jeff Ellis            |
| 9. Bob Ryan           | 27. Erika Felix           |
| 10. Craig Bonner      | 28. Biannet Garcia Vargas |
| 11. Bruce Riordan     | 29. Gina Fischer          |
| 12. Carlos Ortiz      | 30. Mark Gisler           |
| 13. Barton Clark      | 31. Gloria Soto           |
| 14. Adam Clarke       | 32. Tracy Grossman        |
| 15. Lisa Conn         | 33. Maria Guerra          |
| 16. Mark Contois      | 34. Ashley Guggia         |
| 17. Corrine Contreras | 35. Hannah Early Uffizi   |
| 18. Erin Cross        | 36. Deborah Hartman       |

37. David Herzog
38. Laurie Holbrook
39. Kellie Horton
40. Irma Barajas
41. Jaimi Garcia
42. James Langford
43. Jeff Schaffer
44. Jenna Hagemeyer
45. Maria Jimenez
46. Jon Bigler
47. Chrystal Joseph
48. Jennifer Karapetian
49. Kary O'Brien
50. Katie Brooks
51. Katy Hoover
52. Kirsten Donnelly
53. Kyli Sessions
54. Susan Lord
55. Noel Lossing
56. Maegan Boyce
57. Maribel Landeros
58. Mark D'Arelli
59. Matt Fenske
60. Rita McGaw
61. Meghan Rourke
62. Michael Parker
63. Lyra Monroe
64. Nancy Gottlieb
65. Von Nguyen
66. Mag Nicola
67. Pat Walsh
68. Paul Flores
69. Phil Graf
70. Judith Porter
71. Raul Razo
72. Marianne Reagan
73. Rebecca Turner
74. Susan Remick
75. Adelle Rodkey
76. Rubayi Srivastava
77. Sabrina Ross
78. Sandra ODonohoe
79. Kelly Santiago
80. Sara DiSalvo

81. Stacey Byers

82. Stacy McCrory

83. Wendy Stanley

84. Brian Swanson

85. Sylvia Barnard

86. Maricela Tanore

87. Jason Tarman

88. Teresa Martinez

89. Teya Deblauw

90. Tiffany Allen

91. Alexander Tipolt

92. Corina Trevino

93. Mark Valencia

94. Valerie Amapran

95. Victoria Welch

96. Lindsay Walter

97. Anne Wetzel

98. Terri Zuniga



## Sexual Assault Response Team (SART)

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### **Purpose:**

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

## Juvenile Court ‘Brown Bag’

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### **Purpose:**

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

## CSEC Court (formerly Girl's Court)

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### **Purpose:**

CSEC Court is a pilot program, in the North County Court, to provide trauma-informed treatment to children in the Juvenile Court system who are victims, or at high risk. The idea is to have a wrap-around model, and a more informal court structure, similar to FDTC.

### **Members Include**

1. Probation
2. Judge Garcia
3. Public Defender/Conflict Defense Team
4. District Attorney
5. Behavioral Wellness
6. Victim Witness
7. CWS
8. Noah's Anchorage

## Foster Youth Executive Advisory Council

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### **Purpose:**

In 2015, Allan Hancock College wrote a proposal with the goal of being one of ten pilot schools in California to receive a grant for the new Cooperating Agencies Foster Youth Educational Support Program (CAFYES) Program. The CAFYES program is premised on student-focused, staff-focused, and community-focused strategies that will result in a support system that reflects students' needs for connection and a safe environment, institutional priorities for making evidence-based decisions to improve student outcomes, and leveraging community resources for long-term program sustainability.

Both student and program outcomes reflect a gradual scaling-up of the program to effectively enroll, retain, and graduate as many foster youth as possible, with the support of a staff dedicated to ensure they are directed, focused, nurtured, engaged, connected and valued.

To ensure alignment with SB1023 legislation, EOPS established a multiagency **Foster Youth Advisory Committee** to support and provide insight into the obstacles to educational attainment for foster youth in the region. A significant objective of the Committee is to bridge the gaps between the college and community agencies and high schools. The formation of this collaborative was met with great enthusiasm as all recognized the need for better communication and coordination of services.

## Members Include

1. William B Bruce – EOPS/CAFYES/CARE/CalWorks Director
2. Kim Davis – CASA
3. Dolores Daniel, Transitional Youth Services SBCEO
4. Amy Krueger, Division Chief, DSS Adult and Children’s Services
5. Sheryl Fitt, DSS Adult and Children’s Services
6. Chris Farro, DSS Adult and Children’s Services
7. Edwin Weaver, Executive Director, Fighting Back Santa Maria Valley
8. Barton Clark, Supervisor/Place Coordinator, Probation
9. Steve Molina, LCFF Task Force Coordinator, SMJUHSD
10. Jay Allen, Fighting Back Santa Maria Valley
11. Rosa Valle-Rico, Transitional Youth Services, SBCEO
12. Alex Spiess, Independent Living Program, Family Care Network Inc.
13. Shannon Bell, Independent Living Program, Family Care Network Inc.
14. Bradley Bisquera – Former Foster Parent
15. Joseph L Pollon, Program Coordinator, Allan Hancock College
16. Kiri J Villa, CARE Special Program Coordinator, Allan Hancock College
17. Marie Hughes, ILP Supervisor, Family Care Network Inc.
18. Naomi Estrada, CAFYES Program, Peer Mentor
19. Beverly Garcia, EOPS/CARE, CalWorks & Foster Youth Counselor
20. Jocelyn Murdock – CAFYES Program, Allan Hancock College
21. Carissa M Perales, CalWorks Coordinator, Allan Hancock College

## **Foster and Kinship Care Education (FKCE) program**

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### **Purpose:**

FKCE is to provide high quality education and training opportunities for foster and relative caregivers, of children and youth in out-of-home care in Santa Barbara County. The FKCE program offers high quality workshops and classes that meet the needs of the county's foster, kinship, and resource care providers and works collaboratively with the County and providers in determining what the highest priorities for training will be each year. The FKCE education/training is offered to assist these providers in meeting the educational, behavioral and developmental needs of children and youth.

## California Youth Connection (CYC)

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### **Purpose:**

CYC is a state-wide youth led organization that envisions foster youth as equal partners in contributing to all policies and decisions made in their lives. The Department of Social Services is working with a collaboration of local stakeholders to build a county wide support team for CYC's effort to establish itself across Santa Barbara County, so that 100 of our foster youth, aged 14 – 24, are given the opportunity to learn leadership skills, empowerment, and a sense of unity.

### **Current Stakeholder Listing**

1. California Youth Connections (CYC)
2. Santa Barbara County Education Office (SBCEO)
3. Allan Hancock College – (CAYFES) Program
4. Santa Barbara City College Guardian Scholar Program
5. UC Santa Barbara Guardian Scholar Program
6. Freedom4Youth, UC Santa Barbara
7. Independent Living Program (ILP)
8. Foster Parent Association

# Juvenile Justice Coordinating Council

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## **Purpose:**

The Juvenile Justice Coordinating Council provided a Local Action Plan and identified Juvenile Justice System Priorities. The county-specific information regarding the need in Santa Barbara County included prioritized the implementation of enhancements to the Juvenile Justice System within the Santa Barbara community as this was the area facing the greatest risk with respect to trends in juvenile crime, especially drug and alcohol offenses.

## **Members**

1. Adam, Peter, 4<sup>th</sup> District Supervisor
2. Bernard, Melekian, Sheriff
3. Mark Leufkens Santa Barbara County Education Office (SBCEO)
4. Cue, Ed, Council on Alcohol and Drug Abuse (CADA)
5. Garcia, Arthur, Juvenile Court Presiding Judge
6. Michael Craft Director, Alcohol, Drug and Mental Health Services (Behavioral Wellness)
7. Hamlin, Matt, Coast Valley Substance Abuse Treatment Center
8. Miyasato, Mona, County Executive Officer
9. Montes De Oca, Rai, Public Defender
10. Rabago, Guadalupe, Chief Probation Officer
11. Rodriguez, Al, Vice President, Santa Barbara Foundation



12. Sharkey, Jill, Ph.D. Academic Coordinator, (UCSB)
13. Walsh, Pat, Chief, Lompoc Police Department
14. Wolf, Janet, 2nd District Supervisor,
15. Cash, David, Santa Barbara School District
16. Diaz, Art, Lompoc Unified School
17. District Dudley, Joyce, District Attorney
18. Martin, Ralph, Chief, Santa Maria Police Department
19. Neilson, Daniel, Director, Department of Social Services (DSS)
20. Parker, Tom, Chair Juvenile Justice Delinquency Prevention Commission
21. Richardson, Mark, Ed.D, Santa Maria Joint Union High School District (SMJUHD)
22. Sanchez, Camerino, Chief, Santa Barbara Police Department

## Faith in Motion

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### *Purpose:*

Faith in Motion is a collaboration between the Department of Social Services, and Santa Barbara County's faith-based communities. The program's primary objective is to find loving resource families for children who have been removed from their biological families due to abuse or neglect. Faith in Motion's two main goals is to:

- ❖ Recruit resource within the faith community; and,
- ❖ Encourage faith-based congregations to develop support services for resource families.

Churches are natural safety networks that can wrap around families who feel called to become resource parents. Because of the unique community created in these faith communities they are also uniquely equipped to help resource families be successful.

## Faith Based Partners

### South County

1. Reality Church, Carpinteria, Spanish and English congregations
2. Calvary Chapel, Santa Barbara
3. Montecito Covenant
4. Ocean Hills, Santa Barbara
5. Carpinteria Community Church
6. First Baptist Church, Santa Barbara
7. Santa Barbara Community Church
8. Goleta Covenant
9. First Presbyterian Santa Barbara
10. Living Faith, Santa Barbara

### North County

1. Four Square Santa Maria, English and Spanish
2. Church for Life Santa Maria
3. Cornerstone Lompoc
4. Live Way Fellowship

### Mid County

1. Gateway Cornerstone Solvang

# APPENDIX B

## SIP Component Template-CWS: S1.1 No Recurrence of Maltreatment

<b>Outcome/Systemic Factor:</b> <b>S1.1 No Recurrence of Maltreatment</b> ~ <i>Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?</i>					
<b>County's Current Performance:</b> <b>Standard: 94.6%      Santa Barbara County Current Performance: 90.7%</b>					
<b>Improvement Goal:</b> <b>Through a focus on prevention, early intervention, and strengthening the relationship with Community partners, CWS will decrease the rate of no maltreatment by 3.9% in order to meet the federal standard of 94.6% by September 2017.</b>					
<b>Strategy 1. 1</b>  Child Welfare Services will continue to partner with contracted providers, First 5, and the network of family resource centers to expand the differential response program and evidence based services such as Incredible Years, PCIT, and SafeCare® to all communities within Santa Barbara County.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b> By expanding current practices and services that are currently working such as Differential Response, Incredible Years, PCIT, and SafeCare®, the rate of no maltreatment will be positively impacted.		
<b>Milestone</b>	<b>1.1.1</b> Identify those evidence based practices and services that have demonstrated efficacy in preventing recurrence of maltreatment based on review of data.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff CAPC Kids Network Community Partners
	<b>1.1.2</b> Assess current usage of evidence based practices and services that have demonstrated efficacy in preventing recurrence of maltreatment.		October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners
	<b>1.1.3</b> Work with community partners to develop uniform service delivery models, referral procedures, and communication between agencies to maximize utilization of evidence based practices and services.		October 2014-September 2015		CWS Staff CAPC Kids Network Community Partners
	<b>1.1.4</b> Develop resource guide of evidence based practices and services for social work staff to use as a client referral source.		October 2015-September 2016		CWS Staff
	<b>1.1.4</b> Monitor continued use, efficacy and service delivery of evidence based practices and services.		October 2016-September 2017		CWS Staff Community Partners
<b>Strategy 1. 2</b>  Develop an integrated Safety Organized Practice model that will serve to enhance and strengthen current family engagement efforts and Structured Decision Making Assessments.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b> Safety Organized Practice will enhance the use of Structured Decision Making assessments and family engagement efforts, further reducing recurrence of maltreatment.		

<b>Milestone</b>	1.2.1 Participate in planning activities and develop integrated Safety Organized Practice model.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff Staff Development
	1.2.2 Conduct cascaded trainings throughout agency on Safety Organized Practice. Identify change champions in each unit to help lead effort. Utilize Coaching and Field Based Mentoring opportunities to promote Safety Organized Practice model.		October 2013-September 2013		CWS Staff Staff Development CCTA
	1.2.3 Update policies, procedures, tools, and materials to integrate Safety Organized Practice.		October 2013-September 2016		Operations and support staff
	1.2.4 Utilize CWS/CMS, Business Objects, and available reports to monitor the use of Safety Organized Practice.		October 2016-September 2017		Operations and support staff
<b>Strategy 1. 3</b>  <b>Expand and Integrate Family Centered Practices such as Father Engagement and Parent Partners into current service delivery models.</b>		<input type="checkbox"/>	<b>CAPIT</b>	October 2016-September 2017	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	1.3.1 1 Identify those family centered practices and services that have demonstrated efficacy in preventing recurrence of maltreatment based on review of data.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff CAPC Kids Network Community Partners
	1.3.2 Assess availability and usage of family centered practices and services that have demonstrated efficacy in preventing recurrence of maltreatment.		October 2013-September 2014		CWS Staff CAPC Kids Network Community Partners
	1.3.3 Work with community partners to further develop family centered service delivery models, referral procedures, and communication between agencies to expand family centered practices and services.		October 2014-September 2015		CWS Staff CAPC Kids Network Community Partners
	1.3.4 Monitor use, efficacy and service delivery of family centered practices and services.		October 2015-September 2017		CWS Staff
<b>Strategy 1. 4</b>  <b>Santa Barbara County will continue to collaborate with County Alcohol Drug and Mental Health Services, contracted providers, and Domestic Violence Solutions to increase availability and timeliness of services to families being served by CWS.</b>		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b>  <b>Increasing access to services for families will reduce recurrence of maltreatment and increase successful and timely reunification.</b>	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	1.4.1 Assess current availability and utilization of Substance Abuse, Mental Health, and Domestic Violence services for families and the potential for any future CAPIT/CBCAP/PSSF funded services.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	CWS Staff CAPC Kids Network Community Partners Service Providers

<p><b>1.4.2</b> Work with service providers to provide greater access to services for families through improved referral procedures, communication and cross-training between agencies, contract development, and MOU's identifying roles and responsibilities of partner agencies.</p>		<p>October 2013-September 2014</p>	<p>CWS Staff CAPC Kids Network Community Partners Service Providers</p>
<p><b>1.4.3</b> Provide updated resource and referral information to CWS for use with clients.</p>		<p>October 2014-September 2015</p>	<p>CWS Staff</p>
<p><b>1.4.4</b> Assess feasibility of resource specialists to streamline and coordinate communication and referrals.</p>		<p>October 2014-September 2015</p>	<p>CWS Staff</p>
<p><b>1.4.5</b> Monitor use, efficacy and service delivery of family centered practices and services as well as rates of substance abuse, mental health, and domestic violence as contributing factors for child abuse and neglect.</p>		<p>October 2015 – September 2017</p>	<p>CWS Staff Operations and Support Staff</p>

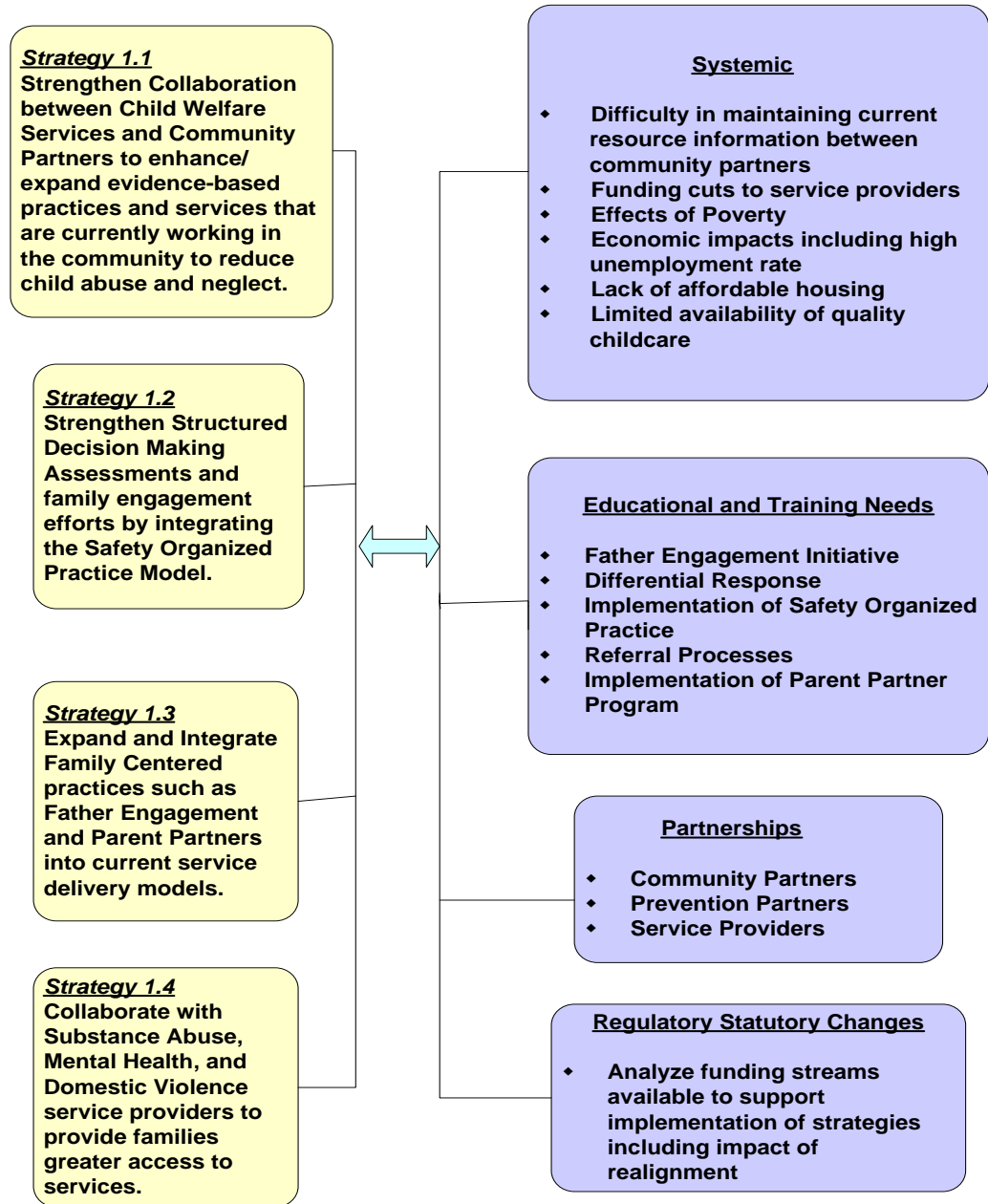
**No Recurrence of Maltreatment:**

**Although Collaboration between service providers and community partners had been a focus of the previous SIP, there is still much work to do in this area. Through the current SIP process it was discovered that there is a gap between prevention and intervention and a lack of knowledge among CWS Social Workers about available services in the community for CWS clients. The focus of the current SIP will be to: further increase collaboration with service providers and community partners to close this gap, fine tune existing referral procedures and feedback loops, look for ways to expand services that are currently working to reduce maltreatment, and integration of new family focused practices such as safety organized practice, father engagement, and parent partner programs.**

Current	New in the 2012-17 SIP
<p><b>CWS Specific</b></p> <ul style="list-style-type: none"> <li>• Front Porch/Differential Response - Connects families with children who are identified as at risk of child abuse and neglect to needed community-based services for the purpose of early intervention and prevention services.</li> <li>• Structured Decision Making is a set of evidence-based assessments for use by Social Workers to provide a higher level of consistency and validity in the assessment and decision-making process and a method for targeting limited system resources to families most likely to subsequently abuse or neglect their children.</li> <li>• Team Decision-Making Meetings include families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.</li> <li>• SafeCare® is an evidence-based, parent-training curriculum for parents who are at-risk or have been reported for child maltreatment.</li> <li>• CalWORKs / CWS Linkages Partnership is the</li> </ul>	<p><b>CWS Specific</b></p> <ul style="list-style-type: none"> <li>• Increased collaboration with service providers and community partners</li> <li>• Expansion of evidence based practices and services</li> <li>• Integration of Safety-Organized Practice Model</li> <li>• Integrate Family Centered practices such as Father Engagement and Parent Partner programs</li> <li>• Greater access to Substance Abuse, Mental Health, and Domestic Violence services for families</li> </ul>

<p>Department of Social Services approach to serve families and puts their needs first.</p> <ul style="list-style-type: none"><li>• Incredible Years Home Visiting and Parenting Program</li><li>• Therapeutic services, such as Parent-Child Interaction Therapy (PCIT) and Great Beginnings Program, and Post-partum depression services.</li><li>• Parenting and Life Skills Classes provide the education and skills needed to safely parent children.</li><li>• Substance abuse services offer drug and alcohol counseling for substance abusers and their families. Services include but are not limited to detoxification, inpatient, outpatient, perinatal, case management, counseling (individual and group), 12-step meetings, and aftercare planning.</li></ul>	
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**Factors for Consideration:**





## SIP Component Template-CWS: C1.1 Reunification within 12 months (exit cohort)

<b>Outcome/Systemic Factor:</b> <b>C1.1 Reunification within 12 months (exit cohort) ~ Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percentage were reunified in less than 12 months from the date of the latest removal from home?</b>					
<b>County's Current Performance:</b> <b>Standard: 75.2%      Santa Barbara County Current Performance: 42.4%</b>					
<b>Improvement Goal:</b> <b>Increase the number of children reunified within 12 months of removal from 42.4% to 58.8% by September 2017.</b>					
<b>Strategy 1. 1</b>  <b>Improve current family visitation services and practices by increasing the number of quality visitation opportunities available to families in the least restrictive environment.</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b>  <b>Quality Visitation is one of the most important factors in successful Family Reunification.</b>		
<b>Milestone</b>	<b>1.1.1</b> Review structure of Family Services Unit and utilization of Case Aides in visitation to ensure maximum efficiencies.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Family Services unit Staff Operations and Support Staff
	<b>1.1.2</b> Review and revise visitation policies and procedures to ensure they are current and reflect best practices including icebreakers and transition planning.		October 2013-September 2014		Family Services unit Staff Operations and Support Staff
	<b>1.1.3</b> Engage community partners to expand the availability of resources such as Family Resource Centers and Faith Based Communities to support family visitation opportunities.		October 2014-September 2015		Family Services unit Staff CWS Staff Operations and Support Staff
	<b>1.1.4</b> Provide training to staff on revised policies, procedures, and resources.		October 2015-September 2016		Staff Development Family Services unit Staff
	<b>1.1.5</b> Implement new policies, procedures, and resources available to support family visitation.		October 2016-September 2017		Family Services unit Staff CWS Staff
<b>Strategy 1. 2</b>  <b>CWS will promote opportunities for family engagement by increasing the number of Team Decision Making meetings held.</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b> <b>Engaging families through the use of Team Decision Making meetings will enhance early engagement in reunification services, promote participatory case planning processes, and more family involvement in placement decisions.</b>		
<b>Milestone</b>	<b>1.2.1</b> Assess current CWS Staff understanding and utilization of Team Decision Making meetings.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Operations and Support Staff Staff Development CWS Staff

	1.2.2 Develop Team Decision Making meeting guidelines, policies, and procedures for use by CWS staff.		October 2013-September 2014		Operations and Support Staff Staff Development			
	1.2.3 Train CWS staff on Team Decision Making meeting guidelines, policies, and procedures.		October 2013-September 2014		Operations and Support Staff Staff Development			
	1.2.4 Monitor the use of Team Decision Making meetings through the use of CWS/CMS, Business Objects, and TDM Reports.		October 2014-September 2017		Operations and Support Staff			
<b>Strategy 1. 3</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale</b>					
<b>CWS will continue to collaborate with Court Stakeholders to replicate practices that enhance timely reunification and minimize court delays by expanding the number of families served in Family Drug Treatment Court.</b>			<b>The Family Drug Treatment Court model has been highly successful in reunifying families and decreasing court delays.</b>					
<b>Milestone</b>	1.3.1 Convene Court Stakeholder group to look at ways to decrease contested hearings and continuances (e.g. 3 month oral interim hearings and permanency planning mediation).		October 2012-September 2013		CWS Court Unit Supervisor/Staff Court Stakeholders			
	1.3.2 Examine how FDTC model could be expanded to serve more families.		October 2013-September 2014		CWS Court Unit Supervisor/Staff Court Stakeholders CWS Staff Operations and Support Staff			
	1.3.3 Develop new FDTC guidelines, policies, and procedures for use by CWS staff.		October 2014-September 2015		CWS Court Unit Supervisor/Staff CWS Staff Operations and Support Staff			
	1.3.4 Train CWS staff on FDTC guidelines, policies, and procedures.		October 2014-September 2015		Operations and Support Staff Staff Development CWS Court Unit Supervisor/Staff			
	1.3.5 Implement new FDTC guidelines, policies, and procedures.		October 2015-September 2017		CWS Court Unit Supervisor/Staff CWS Staff Court Stakeholders			
	1.3.6 Monitor the use of FDTC guidelines, policies, and procedures through the use of CWS/CMS, Business Objects, and FDTC tracking system.		October 2015-September 2017		Operations and Support Staff			

<b>Strategy 1. 4</b>  <b>CWS will strengthen social work practices through implementation of a core social work practice model.</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b> <b>Strengthening Social Work practice will improve family engagement efforts, comprehensive assessments, and the ability to make decisions around reunification.</b>
<b>Milestone</b>	<b>1.4.1</b> Identify core social work practices that will serve to enhance family reunification efforts.	<b>Timeframe</b>	October 2012-September 2013  Operations and Support Staff Staff Development
	<b>1.4.2</b> Develop framework to integrate practices in existing service delivery model.		October 2013-September 2014  Operations and Support Staff Staff Development
	<b>1.4.3</b> Train CWS staff on new policies and procedures for integrated service delivery using coaching and field based instruction.		October 2013-September 2014  CCTA Training Academy Staff Development
	<b>1.4.4</b> Implement framework, policies, and procedures for integrated service delivery.		October 2014-September 2015  CWS Staff
	<b>1.4.5</b> Monitor integrated service delivery through the use of CWS/CMS, Business Objects, and staff feedback.		October 2014-September 2017  Operations and Support Staff
		<b>Assigned to</b>	

**SIP Component Template-Probation: C1.1 Reunification within 12 months (exit cohort)**

<b>Outcome/Systemic Factor:</b> <b>C1.1 Reunification within 12 months (exit cohort) ~ Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percentage were reunified in less than 12 months from the date of the latest removal from home?</b>		
<b>County's Current Performance:</b> <b>Standard: 75.2%      Santa Barbara County Current Performance: 42.4%</b>		
<b>Probation has relatively small numbers of youth placed in foster care and as a result, a small number of long term foster care cases significantly affects the rate for this measure. As of 9/19/12, 31% (9 of 29) of Probation's current foster care youth are in sex-offender placements which are typically 18-24 months in duration. This longer term of placement, which is needed to address the issues that lead to placement and mitigate the likelihood of the youth reoffending, greatly impacts the rate for this measure. In addition, the literature on reunification identifies older youth as taking longer to reunify. Of the same 29 youth identified above, 18 (62%) are within the ages of 16-17 years old.</b>		
<b>Improvement Goal:</b> <b>Increase the percentage of Probation youth leaving foster care to reunification within 12 months of removal from 37.5% to 50%. Based on the most recent data, this would reflect a change from 3 of 8 youth to 4 of 8 youth.</b>		
<b>Strategy 1. 1</b>  <b>Increase the number of visitation opportunities for families in order to enhance the parent youth relationship.</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A
		<b>Strategy Rationale</b>  Research shows that reunification is more likely when parents and youth maintain consistent and frequent visits.

<b>Milestone</b>	<b>1.1.1</b> Research the opportunities and address the barriers to implementing video conferencing for parents and youth in out-of-county foster care.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Probation Manager and placement officers.
	<b>1.1.2</b> Establish clear transitional plans with identifiable milestones for youth and parents to increase the likelihood of successful reunification.		October 2012-September 2013		Probation Manager and placement officers.
	<b>1.1.3</b> Assess, evaluate and develop strategies for assisting families in overcoming barriers to visitation, such as transportation.		October 2012-September 2013		Probation Manager and placement officers.
<b>Strategy 1.2</b>		<b>Timeframe</b>	<input type="checkbox"/> <b>CAPIT</b>	<b>Assigned to</b>	<b>Strategy Rationale</b> Research shows that youth in relative placements have greater placement stability, higher rates of reunification, as well as increased connections with family, community, and culture
<b>Increase the number of Probation youth in relative/NREFM placements.</b>			<input type="checkbox"/> <b>CBCAP</b>		
			<input type="checkbox"/> <b>PSSF</b>		
			<input type="checkbox"/> <b>N/A</b>		
		<b>Milestone</b>		<b>Timeframe</b>	<b>Assigned to</b>
<b>1.2.1</b> Participate in workgroup with CWS to evaluate current policy and procedure on relative search and notification, relative approval process, and relative placement assessment.	October 2012-September 2013	Probation Manager and placement officers			
<b>1.2.2</b> Update current policy and procedure on relative search and notification, relative approval process, and relative placement assessment based on workgroup recommendations.	October 2013-September 2014	Probation Manager and placement officers			
<b>1.2.3</b> Conduct trainings for Probation staff on updated policy and procedure.	October 2013-September 2014	Probation Manager and placement officers			
<b>1.2.4</b> Implement updated policy and procedure.	October 2013-September 2014	Probation Manager and placement officers			
<b>1.2.5</b> Evaluate and monitor updated policies and procedures for effectiveness, making changes as needed.	October 2014-September 2017	Probation Manager and placement officers			

## **Reunification within 12 months**

### **For CWS:**

**During the current SIP process it was noted that despite the existence of several positive practices that contribute to family reunification outcomes such as the use of TDM, frequent family visitation, and Family Drug Treatment Court, there remains room for improvement. Through the PQCR process it was recommended that the benefit and use of TDM's needs to be clarified for CWS and new policies and procedures developed. It was also recommended that visitation needs to be examined as visits are frequently supervised by case aides instead of social workers resulting in lack of knowledge of family interaction. Increases in court ordered visits also make it impossible to keep up with demand with existing resources and new systems must be developed to manage workload while providing quality services that will enhance timely reunification. At the same time, continuances and contested court hearings remain a concern resulting in delays in both reunification and permanency.**

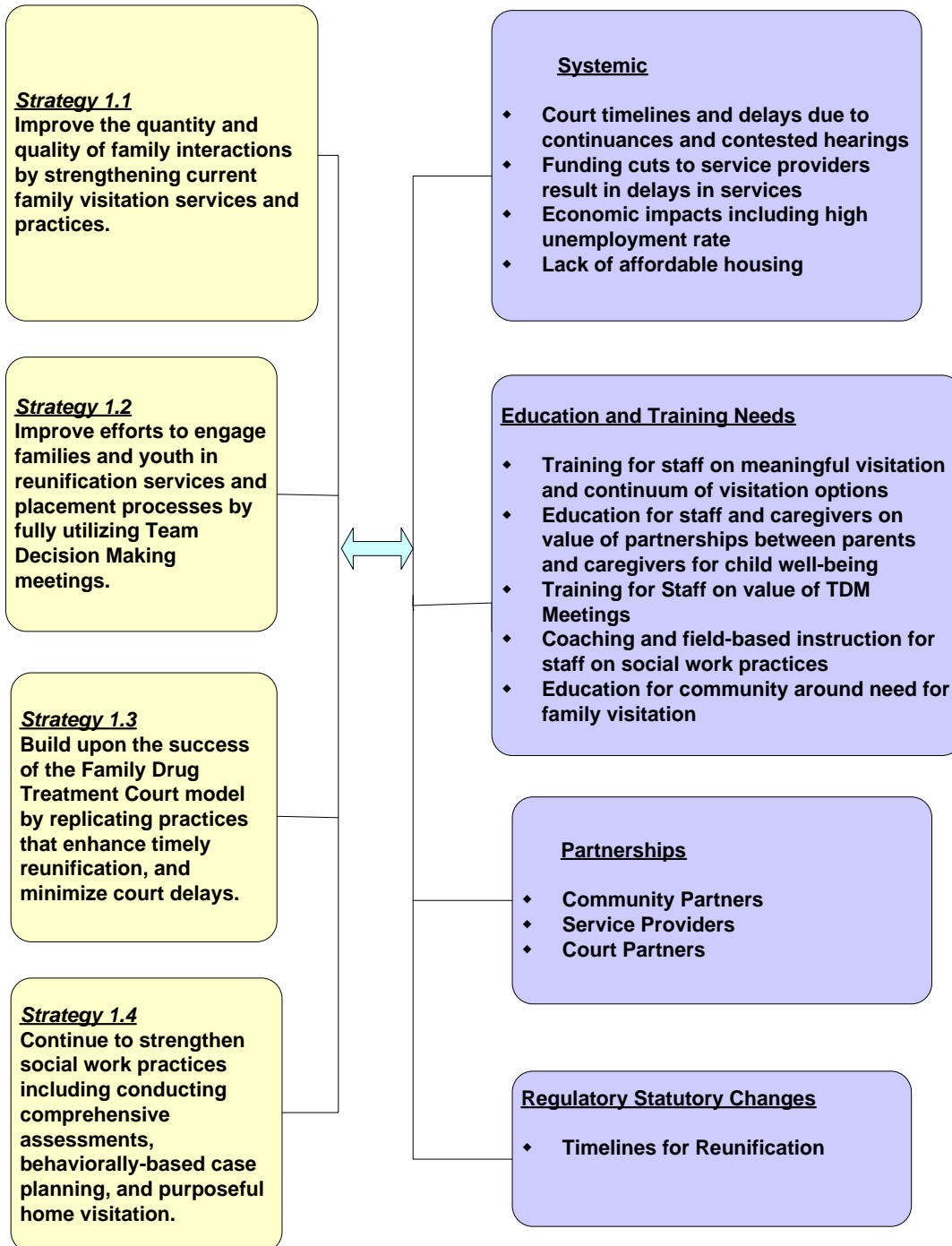
**In order to improve family reunification outcomes, the current SIP will focus on ways to mitigate these issues by building on existing resources for success and innovative ways to overcome current challenges. An Additional focus will be strengthening core social worker practices that have been proven effective in successful reunification.**

### **For Probation:**

**During the SIP and PQCR process it was recommended that Probation focus on ways to engage the family more in the case planning and placement process in order to improve reunification outcomes. In order to do so Probation will focus on ways to overcome current barriers to improve quality family visitation. Additionally probation will look at ways to increase relative placements as a way to facilitate successful reunification while at the same time improving permanency outcomes for probation youth.**

<b>Current</b>	<b>New in the 2012-17 SIP</b>
<p><b><i>CWS Specific</i></b></p> <ul style="list-style-type: none"> <li>• Enhanced Family Reunification provides countywide Enhanced Family Reunification Support Services in partnership with CWS for children who have been placed out of their parent’s care due to abuse or neglect and have supervised visitation with their parents.</li> <li>• Structured Decision Making is a set of evidence-based assessments for use by Social Workers and their supervisors to accurately and consistently assess progress toward reunification.</li> <li>• Team Decision-Making Meetings include families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.</li> <li>• Parenting and Life Skills Classes provide the education and skills needed to safely and appropriately parent children</li> <li>• Substance abuse services offer drug and alcohol counseling for substance abusers and their families. Services include but are not limited to detoxification, inpatient, outpatient, perinatal services, case management, counseling (individual and group),12-step meetings, and aftercare planning</li> <li>• Family Treatment Drug Court is an intensive program for Child Welfare Services families involved in dependency proceedings, whose primary issues are drug and/or alcohol abuse. Families accepted into this program receive a high level of case management to include weekly court appearances</li> <li>• Family Engagement training and practices have resulted in an increased focus on family engagement efforts throughout the life of the case</li> </ul>	<p><b><i>CWS Specific</i></b></p> <ul style="list-style-type: none"> <li>• Improve the quantity and quality of family interactions by strengthening current family visitation services and practices</li> <li>• Engage community partners to expand the availability of resources such as Family Resource Centers and Faith Based Communities to support family visitation opportunities</li> <li>• Improve efforts to engage families and youth in reunification services and placement processes by fully utilizing Team Decision Making meetings</li> <li>• Build upon the success of the Family Drug Treatment Court model by replicating practices that enhance timely reunification</li> <li>• Engage with Court Partners to minimize Court delays</li> <li>• Strengthen social work practices through coaching and field based instruction</li> </ul> <p><b><i>Probation Specific</i></b></p> <ul style="list-style-type: none"> <li>• Increase the frequency and quality of parent-youth contact and enhance the parent-youth relationship</li> <li>• develop strategies for assisting families in overcoming barriers to visitation, such as transportation and video conferencing for parents and youth in out-of-county foster care</li> <li>• Establish clear transitional plans with identifiable milestones for youth and parents to increase the likelihood of successful reunification</li> <li>• Increase number of relative placements to facilitate successful reunification and enhance permanency outcomes.</li> </ul>

## Factors for Consideration:



## SIP Component Template-CWS: C4.3 Placement Stability

<b>Outcome/Systemic Factor:</b> <b>C4.3 Placement Stability</b> (at least 24 months in care) ~ <i>Of all children served in foster care during a year who were in foster care for at least 24 months, what percent had two or fewer placement settings?</i>					
<b>County's Current Performance:</b> <b>Standard: 41.8%</b> <b>Santa Barbara County Current Performance: 28.2%</b>					
<b>Improvement Goal:</b> <b>Increase the number of children with two or fewer placements from 28.2% to 35% by September 2017.</b>					
<b>Strategy 1. 1</b>  Improve retention of resource families through continued expansion of the Quality Parenting Initiative.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b>  A pool of high quality resource parents who are educated and supported will minimize placement disruptions, support family reunification efforts, and lead to better permanency outcomes for children.		
<b>Milestone</b>	1.1.1 Assess current resources/practices that promote retention of resource families such as trauma informed practice, foster parent mentoring programs, and respite through QPI meetings, Caregiver Surveys, and Stakeholder input.  1.1.2 Develop plan for trainings and support, based on identified needs.  1.1.3 Convene internal CWS workgroup to develop interagency policies and procedures to support QPI.  1.1.4 Implement plan for trainings and support  1.1.5 Evaluate activities and update plan annually through continued QPI meetings, Caregiver Surveys, and Stakeholder input.	<b>Timeframe</b>	October 2012-September 2013  October 2013-September 2014  October 2012-September 2013  October 2013-September 2014  October 2014-September 2017	<b>Assigned to</b>	QPI Team QPI Liaison  QPI Team QPI Liaison  QPI Liaison CWS Staff  QPI Liaison CWS Staff Staff Development  QPI Liaison CWS Staff Staff Development
<b>Strategy 1. 2</b>  Keep youth connected with their community and culture by increasing the number of placement resources in county for sibling groups, high needs, and older youth.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale:</b>  Local Placement Resources will promote placement stability through increased services and support for youth and caregivers, as well as increased support for family visitation and reunification services.		
<b>Milestone</b>	1.2.1 Analyze data to determine placement needs and gaps by region. Develop report for continued monitoring of trends.  1.2.2 Convene recruitment workgroup to assess current recruitment efforts and to provide ongoing support and feedback regarding recruitment efforts.	<b>Timeframe</b>	October 2012-September 2013  October 2013-September 2014	<b>Assigned to</b>	Foster Parent Recruiter  Foster Parent Recruiter CWS Staff Stakeholders



	<p><b>1.2.3</b> Create new recruitment plan for developing targeted resources in county.</p> <p><b>1.2.4</b> Implement recruitment plan.</p> <p><b>1.2.5</b> Evaluate activities and update plan annually through continued recruitment workgroup meetings.</p>		<p>October 2013-September 2014</p> <p>October 2014-September 2015</p> <p>October 2015-September 2017</p>		<p>Foster Parent Recruiter</p> <p>Foster Parent Recruiter</p> <p>Foster parent Recruiter CWS Staff Stakeholders</p>
<p><b>Strategy 1. 3</b></p> <p><b>Revitalize relative approval process in order to increase the number of relative/NREFM placements and first entries to relative placement.</b></p>		<input type="checkbox"/>	<p><b>CAPIT</b></p>	<p><b>Strategy Rationale:</b>  <b>Research shows that youth in relative placements have greater placement stability, higher rates of reunification, as well as increased connections with family, community, and culture.</b></p>	
		<input type="checkbox"/>	<p><b>CBCAP</b></p>		
		<input type="checkbox"/>	<p><b>PSSF</b></p>		
		<input checked="" type="checkbox"/>	<p><b>N/A</b></p>		
<p><b>Milestone</b></p>	<p><b>1.3.1</b> Convene workgroup to evaluate current policy and procedure on relative search and notification, relative approval process, and relative placement assessment.</p>	<p><b>Timeframe</b></p>	<p>October 2012-September 2013</p>	<p><b>Assigned to</b></p>	<p>Relative Approval Unit(RAU) Supervisor/Staff Home Connection Finder Placement Assistant CWS Staff</p>
	<p><b>1.3.2</b> Update current policy and procedure on relative search and notification, relative approval process, and relative placement assessment based on workgroup recommendations.</p>		<p>October 2013-September 2014</p>		<p>Operations and Support Staff Relative Approval Unit(RAU) Supervisor</p>
	<p><b>1.3.3</b> Conduct trainings for CWS staff on updated policy and procedure.</p>		<p>October 2013-September 2014</p>		<p>Operations and Support Staff RAU Staff Staff Development</p>
	<p><b>1.3.4</b> Implement updated policy and procedure.</p>		<p>October 2014-September 2015</p>		<p>RAU Staff Home Connection Finder Placement Assistant CWS Staff</p>
	<p><b>1.3.5</b> Evaluate and monitor updated policies and procedures for effectiveness, making changes as needed.</p>		<p>October 2015-September 2017</p>		<p>RAU Staff Home Connection Finder Placement Assistant CWS Staff</p>
<p><b>Strategy 1. 4</b></p> <p><b>Provide increased support and training to relative/NREFM placements.</b></p>		<input type="checkbox"/>	<p><b>CAPIT</b></p>	<p><b>Strategy Rationale:</b>  <b>Better support for relative/NREFM placements will minimize placement disruptions, support family reunification efforts, and lead to better permanency outcomes for children.</b></p>	
		<input type="checkbox"/>	<p><b>CBCAP</b></p>		
		<input type="checkbox"/>	<p><b>PSSF</b></p>		
		<input checked="" type="checkbox"/>	<p><b>N/A</b></p>		

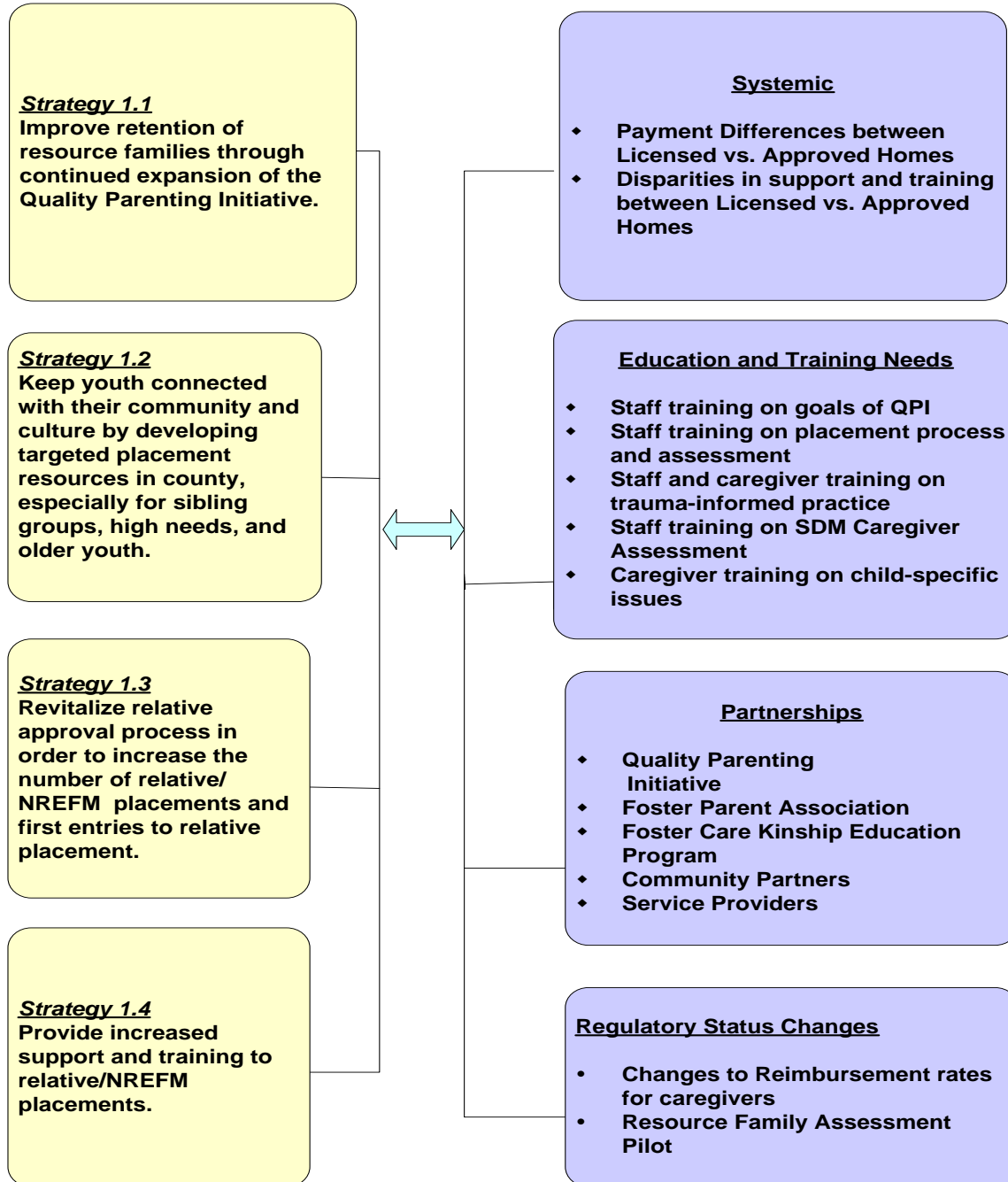
<b>Milestone</b>	<b>1.4.1</b> Explore use of the structured decision making tool for substitute care providers to identify necessary support or resources for caregivers.	<b>Timeframe</b>	October 2012-September 2013	<b>Assigned to</b>	Operations and Support Staff
	<b>1.4.2</b> Review and update caregiver orientation and training materials.		October 2013-September 2014		Relative Approval Unit(RAU) Supervisor/Staff Home Connection Finder Placement Assistant CWS Staff
	<b>1.4.3.</b> Develop resource directory specific to the needs of relatives/NREFM.		October 2014-September 2015		Relative Approval Unit(RAU) Supervisor/Staff Operations and Support Staff
	<b>1.4.4</b> Collaborate with community partners to develop training specific to the needs of relatives/NREFMs.		October 2014-September 2015		Relative Approval Unit(RAU) Supervisor/Staff Placement Assistant CWS Staff Stakeholders
	<b>1.4.5</b> Implement use of SDM tool, orientation and training for caregivers.		October 2015-September 2016		Relative Approval Unit(RAU) Supervisor/Staff Placement Assistant CWS Staff Stakeholders
	<b>1.4.6</b> Evaluate SDM tool, orientation and training through surveys and feedback from caregivers and CWS Staff.		October 2016-September 2017		Operations and Support Staff

**Placement Stability (at least 24 months in care)**

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

<b>Current</b>	<b>New in the 2012-17 SIP</b>
<p><b>CWS Specific</b></p> <ul style="list-style-type: none"> <li>• Team Decision-Making Meetings include families, extended families, resource families/caregivers, community members, service providers, and Child Welfare Services staff working together to meet the placement needs of children.</li> <li>• SB163/Wraparound is a collaboration of CWS, Probation, ADMHS, parent partners, and CBO's whose focus is to reduce the number of children placed in high level group homes in and out of Santa Barbara County by providing creative, flexible services and supports to youth and their families.</li> <li>• HOPE is an array of intensive in-home services available to children and parents in foster home and extended family home placements. The HOPE program combines skill-based intervention with maximum flexibility so that services are available to families and foster homes according to their unique needs.</li> <li>• Use of Placement Search Assistant (PSA) to provide consistency and support in identifying placements</li> <li>• Use of Home Connection Finder for ongoing family finding efforts and tracking</li> <li>• Parent's Resource for Information, Development and Education classes are designed to strengthen the quality of family foster parenting and adoption services by providing a standardized structured framework for recruiting, preparing, and selecting foster parents and adoptive parents.</li> <li>• Foster and Kinship Care Education Program provides free trainings for Foster or Adoptive Parents, as well as Kinship caregivers.</li> <li>• Foster Parent Association holds monthly meetings to discuss ongoing topics and provide training for Foster Parents</li> <li>• Quality Parenting Initiative to recruit and support foster parents</li> </ul>	<p><b>CWS Specific</b></p> <ul style="list-style-type: none"> <li>• Improve retention of resource families through continued expansion of the Quality Parenting Initiative</li> <li>• Enhance trauma-informed practice</li> <li>• Support foster parent peer mentoring program</li> <li>• Keep youth connected with their community and culture by developing targeted placement resources in county</li> <li>• Revitalize relative approval process to increase the number of relative/NREFM placements and first entries to relative placement</li> <li>• Provide increased support and training to relative/NREFM placements</li> <li>• Explore use of the structured decision making tool for substitute care providers to identify necessary support or resources for caregivers</li> </ul>

**Factors for Consideration:**



## APPENDIX C

# *2015 Foster and Relative Caregiver Recruitment, Retention and Support Plan Santa Barbara County*

This document is intended to be used by the county to assess:

- Current and anticipated needs for foster caregiver capacity.
- Current efforts to recruit, train, retain and support foster and relative caregivers.
- Identified barriers, obstacles and challenges which negatively impact current efforts.
- Proposed new efforts and/or augmentation of existing efforts to be implemented using state funds allocated to the county under the Budget Act of 2015.

The information contained in this plan will be reviewed by the California Department of Social Services (CDSS) and will help to inform the amount of funding to be allocated to the county and future needs for funding. The All County Letter (ACL) accompanying this document describes more fully the funding made available through the Budget Act of 2015 (Senate Bill 97, Chapter 11, Statutes of 2015) for county efforts to recruit, retain, and support relative and non-related foster caregivers.

### **PART I. – COUNTY CONTACT INFORMATION**

Child Welfare Director Name: Daniel Nielson	Phone Number: (805) 346-7101
Email Address: d.nielson@sbcsocialserv.org	FAX Number: (805) 346-8366
Street Address or P.O. Box: 2125 S. Centerpointe Parkway	City, State, ZIP Code: Santa Maria, Ca 93455

Program Contact Name: Amy Krueger	Phone Number: (805) 346-7248
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Street Address or P.O. Box: 2125 S. Centerpointe Parkway	City, State, ZIP Code: Santa Maria, Ca 93455

## **PART II – CAPACITY NEEDS**

The statewide Continuum of Care Reform (CCR) effort focuses on minimizing placements of children in congregate care settings (at present, primarily group homes). The CCR plans to eliminate “low-level” group home (Rate Classification Level (RCL) 0-11) placements, instead placing children in home-based family settings. Placements in “high-level” (RCL 12-14) group homes (going forward, short-term residential treatment centers (STRTCs) will be made when necessary for a child who cannot safely receive care and services in a family-based setting.

Placements into STRTCs will be of limited duration (up to six months), and will be followed by a “step-down” to a home-based family setting. This means that counties will face an increased need for family-based care above and beyond their current capacity. Since STRTC placements are short-term, the goal is to transition youth from the STRTC to family-based care, counties will also need to build capacity to step-down youth in group homes/STRTCs to family-based care settings. In addition, other factors influence placements and retention in a county. For example, foster caregivers who are unable to care for foster children, due to lack of supports or services, may result in placement moves for the child, and the greater the number of placement moves increases the probability that a child will be eventually placed into a group home. Also, for children placed out of county, those youth and caregivers face greater challenges in accessing needed supports and services.

Importantly, CDSS strongly believes that the recruitment of non-related caregivers alone will not be sufficient to meet the ongoing foster care capacity needs of counties, and that greater effort must be made to finding, retaining and supporting relative caregivers. It is also clear that relative finding alone is insufficient—that relatives must also be supported and services must be available in the home. Research has shown that that foster youth placed with kin experience fewer placements (which reduces social worker workload and improves child well-being) have more frequent and consistent contact with siblings and birth parents (which can aid in reunification efforts and improves child well-being), have fewer negative emotions about being placed into foster care than youth placed with non-relatives, are less likely to run away and are more likely to graduate.

With this in mind, counties should consider building capacity by considering the following factors:

PLEASE COMPLETE THIS INFORMATION BELOW:

***Group Home/STRTC Impact:***

***SHORT-TERM CAPACITY NEED:*** How many children are currently residing in group homes placed by your county (include both in-county and out-of-county placements)? **39**

*Assume that most or all of these children will be transitioning to home-based family settings in the near future and that relative, non-relative extended family member (NREFM) or non-related caregivers will need to be located for them.*

***LONG-TERM CAPACITY NEED:*** Based on historical trends (past three years), approximately how many children have been placed in group homes in the county each year under your county jurisdiction? **46**

*Assume that most or all of these children will either be placed in a home-based family setting immediately, or placed in an STRTC and subsequently transition to a home-based family setting, and that relative, NREFM or non-related caregivers will need to be located for them.*

MAGNITUDE OF ANTICIPATED CAPACITY INCREASE:

Number of children under county's Child Welfare Services (CWS) jurisdiction: **415**

Anticipated growth or decline in children under CWS jurisdiction based on current trends in the next three years: **-3%**

Number of children under county jurisdiction in all types of home-based foster care (relative, NREFM, licensed non-related caregiver or resource family, foster family agencies). **322** Number of non-related, licensed foster homes in the county: **56 (31 FFH and 25 RFA)** Number and percent of children in the care of non-related licensed foster homes: **47/11%** Number and percent of children in the care of relatives/NREFMs: **136/33%**

Number and percent of first placements with relative caregivers (avg/year): **44/20%**

Number and percent of children/youth placed in county (avg/year): **320/70%** Number and percent of youth placed out of county (avg/year): **137/30%** Placement stability (avg/year): **82%**

Retention – does your county track turnover of licensed foster parents? If so, what is the current turnover rate? **Approx 43%**

**TARGET INCREASES: Based on the aforementioned data, how does the county plan to focus its efforts?**

Target increase for new licensed foster homes (number and percent): **14/25%**

Target increase in percent placements with relatives: **7%**

Target increase in first placement with relatives (percent):

**5%** Target decrease in foster parent turnover (percent): **25%**

There are approximately **141,720** households in the county (according to the latest census data) from which non-relative caregivers may be found.

Has your county identified avoidable causes of turnover and strategies to reduce the rate? If yes, please describe the strategies. If not, how does your county plan to determine the need for such strategies?

Our County has conducted past surveys and interviews of resource families. The majority of families have left due to adoption finalizations. When families have left for negative reasons often it is because of poor fit, or lack of support. Beginning this fiscal year our County has begun to track all turnover of RFA homes and will be following up with an opportunity for an exit interview and a satisfaction survey. The proposed activities in part III are designed to address avoidable causes or turnover. Further strategies to address identified issues will be developed through QPI workgroups.

**PART III – PROPOSED PRACTICES AND EXPECTED OUTCOMES**

In this section, the county should identify any new activities and programs, or augmentations of existing activities and programs, which it proposes to implement utilizing funds received pursuant to the Budget Act of 2015 (SB 97). Allowable expenditures include, but are not limited to, the following:

- Staffing to provide and improve direct services and supports to licensed foster family homes, approved resource families, and relative caregivers, and to remove any barriers in those areas defined as priorities in the county implementation plan and subsequent reports on outcomes.
- Exceptional child needs not covered by the caregiver-specific rate that would normalize

the child's experience, stabilize the placement, or enhance the child's well-being.

- Child care for licensed foster parents, approved resource families, and relative caregivers.
- Emerging technological, evidence-informed or other non-traditional approaches to outreach to potential foster family homes, resource families, and relatives.
- Intensive relative finding, engagement, and navigation efforts.

The CDSS will evaluate proposals to ensure the county's strategies take into consideration the needs as described in the data section and the degree to which strategies build on existing effective practices or practices likely to improve recruitment, retention and support. The CDSS will work with the county to provide technical assistance as necessary for plans not meeting desired expectations.

In this section, identify all activities related to increasing the capacity and use of home-based family care and the provision of services and supports to caregivers and rank these activities by priority for funding, in descending order of priority (e.g. Rank 1 = highest priority, Rank 2, next highest, etc.).

To the extent possible, specify measurable goals for each activity or program, and indicate the tools and/or methodologies the county intends to utilize to evaluate each activity's/program's progress towards meeting those goals. Please include or reference any available data which tends to support and/or inform the county's strategies for the measurement of outcomes.

Some points that may be considered in developing a plan include:

- **Likelihood of Success:** The ideal county plan will contain proposed activities and practices which are evidence-based and show a high likelihood of successfully increasing the number of available home-based foster caregivers (both through recruitment/family-finding and through support and retention). If the county proposes to adopt an activity or practice which has been demonstrated to be successful elsewhere, it should consider and anticipate any potential difficulties which may arise from its application in that county, and how it could mitigate those difficulties.

The county plan does not need to include only new and/or untried approaches. If the county proposes to augment a current activity or practice has proven effective in recruitment, family-finding, or support and retention, the county should include in its plan a brief description the effectiveness of the activity or practice above, including how that effectiveness is limited by available funding, and below should explain how an infusion of additional funds is expected to positively impact the scope and/or effectiveness of the activity or program.

- **Sustainability:** Additional funding in future fiscal years will be at the discretion of the Legislature and is not guaranteed. Accordingly, while counties are encouraged to develop long-term plans for foster caregiver recruitment, family-finding, and support and retention efforts, if a county proposes to use these funds to commence new activities or programs, it should clearly explain how it intends to continue those efforts beyond June 2016 (i.e., with additional county funds, through public/private partnerships, etc.) or whether continuation of those efforts next fiscal year is dependent upon additional state funds and/or placement cost savings.

The county should identify activities that it is likely to implement or explore beyond the 2015-16 Budget Year to help inform future budgetary needs for local capacity building. Add additional boxes as needed.



Activity/Program Name/Title:

**Resource Family Approval (RFA) Program**

Activity/Program Description (limit to 250 words):

Santa Barbara County implemented the RFA program in April 2014 with no additional funding to support implementation. Increased funding for the program will be utilized to:

- **Reimburse cooperative agencies** for performing permanency assessments.
- **Provide financial assistance to relatives** for meeting additional requirements for approval including costs for medical exams, TB tests, home repairs/relocation assistance, and costs associated with training such as transportation and child care.
- **Pay county only funds to relatives** pending approval.
- **Enhance existing RFA training** including but not limited to increased frequency, in-home availability and updates to curriculum including incorporation of trauma informed care.

Is this a new activity or expansion of a current activity?

New – No; Expansion Yes

This expansion addresses the need for additional funding to successfully sustain and improve the infrastructure of the existing RFA program.

Approximate Anticipated Cost of This Activity/Program:

\$250,000

Describe any planned partnerships or funding to support this activity (e.g. With County Mental Health, local agencies, foster caregivers, foundations, etc.):

The County intends to partner with cooperative agencies (Foster Family Agencies) to continue completion of permanency assessments. The County also intends to continue to partner with local foster care kinship education programs to collaborate on RFA training.

It is anticipated that this program will be continued beyond FY 15/16 although the level at which the program can be sustained will be contingent on the availability of additional state funds, availability of additional county funds, and/or placement cost savings.

Goal(s) and Desired Outcomes (mark all that apply):

**XX** Increase # of county licensed foster parents/resource families by **14/25%**

**XX** Increase # of placements with relatives by **30/7%**

**XX** Improve placement stability for **33/8%**

**XX** Reduce use of congregate care **28/75%**

**XX** Decrease time to approval by **38 days/25%**

Rationale for choosing this activity to meet the aforementioned goal(s):

In order to successfully implement CCR, the County must ensure that the Resource Family Approval (RFA) program will both prepare and support resource families through the approval process and after placement. We believe that by taking an integrated approach to recruitment and support of families we will improve the effectiveness of efforts to build and sustain a community of well-prepared foster, adoptive, and kinship families who can meet the specific needs of children in foster care<sup>1</sup>. This will, in turn, improve placement stability, permanency, and well-being for children in out of home care.

In considering this strategy the County realized that recruitment efforts are futile without the necessary infrastructure in place to engage, develop, and support the resource families who express interest. With additional funding to support the current RFA program, the following improvements, which have been identified as key elements to a successful system for recruitment and retention<sup>2</sup>, can be made:

- *More Encouraging and Welcoming Response to Prospective Parents;*
- *Decrease in Response Time;*
- *Removal of Barriers to Facilitate Approval Requirements;*
- *Streamlined Process and Reduced Paperwork*

Since implementing the RFA program in April 2014, Santa Barbara County has received over 300 applications and has approved over 70 homes. Given the increased workload associated with the RFA process and lack of funding to support this increase, Santa Barbara CWS is experiencing delays in completing the RFA process due to both a lack of internal resources and cooperative agency staff to complete permanency assessments. Approvals are currently averaging approximately 150 days. Providing funding to Cooperative Agencies will allow them to hire dedicated staff to complete assessments. Additional funding to support relatives through the approval process and upon placement will provide them with the support they need to successfully complete the process and remove any barriers they encounter. Enhancements to training including the incorporation of Trauma Informed Care into the existing curriculum will educate and prepare caregivers to provide the type of quality parenting required to support the unique needs of children in foster care particularly those who are currently in congregate care.

1. National Resource Center for Diligent Recruitment (2015). *Using Integrated Recruitment and Support to build a strong pool of foster, adoptive, and kinship families*. AdoptUSKids; Maltimore, MD. Retrieved November 7, 2015, from [http://www.nrcdr.org/\\_assets/files/NRCDR-org/using-integrated-recruitment-and-support-102215.pdf](http://www.nrcdr.org/_assets/files/NRCDR-org/using-integrated-recruitment-and-support-102215.pdf)
2. Casey Family Programs (2014). *Effective Practices in Foster Parent Recruitment, Infrastructure, and Retention*. Retrieved November 4, 2015, from [http://calswec.berkeley.edu/sites/default/files/uploads/effective\\_practices\\_in\\_foster\\_parent\\_recruitment\\_and\\_retention.pdf](http://calswec.berkeley.edu/sites/default/files/uploads/effective_practices_in_foster_parent_recruitment_and_retention.pdf)

Priority Rank of This Activity/Program in Relation to Other County Activities/Programs number **1 of 5**

Activity/Program Name/Title:

Resource Family Support Program

Activity/Program Description (limit to 250 words):

The Resource Family Support Program will utilize dedicated resource family specialists to provide an array of post-placement support services to resource families including:

**Family advocacy and support** — Support specialists will help resource families navigate the child welfare system and promote understanding of the role of the social worker, juvenile court, protection and safety issues, as well as the agency's process in investigations. They will also promote positive communication and effective problem solving in order to meet a child or youth's particular needs.

**Referrals for services and community resources** - Support specialists will help connect resource families with necessary supports, services, and community resources to meet the needs of the children/youth.

**Educational advocacy** — Support specialists will help resource families address educational needs of foster youth, including providing information and assistance to address school enrollment, special education services, individualized education programs, school transitions, and more.

**Crisis intervention** — Support specialists will work closely with families who are overwhelmed or at risk of disruption. The specialist will conduct an assessment and work with the family to help build skills and connect with resources to meet the family’s needs.

**Family development and training** — Support specialists will work closely with resource families to identify areas of development and training opportunities. The specialist will connect the family with peer and mentoring support, just in time training opportunities as well as specialized in person or on-line resource family trainings.

Is this a new activity or expansion of a current activity?

New – Yes ; Expansion-N

Approximate Anticipated Cost of This Activity/Program:

\$250,000

Describe any planned partnerships or funding to support this activity (e.g. With County Mental Health, local agencies, foster caregivers, foundations, etc.):

The County will work with stakeholders including the QPI workgroup to further develop the program design and provide feedback about service delivery. It is anticipated that a request for proposals will be made for local community based organizations to partner with the County to develop, administer and supervise the Resource Family Support program.

Efforts will be made to partner with the organization that is awarded the contract to develop and nourish relationships with Santa Barbara County’s philanthropic community such as the Santa Barbara Foundation, the Bower Foundation, and the Women’s fund, which are groups interested in supporting social justice and wellness programs for children and youth in Santa Barbara County. The goal will be to procure funds to meet the needs of children in foster care and the resource families that support them.

It is also anticipated that the branding and media strategy will provide a platform for increased communication with the community about the needs of youth in foster care and the caregivers that support them which will provide fundraising opportunities which will in turn be used to sustain this and other strategies.

It is anticipated that this program will be continued beyond FY 15/16 although the level at which the program can be sustained will be contingent on the availability of additional state funds, public/private partnerships, and availability of additional county funds, and/or placement cost savings.

Goal(s) and Desired Outcomes (mark all that apply):

- XX** Increase # of county licensed foster parents/resource families by **14/25%**
- XX** Increase # of placements with relatives by **30/7%**
- XX** Improve placement stability for **33/8%**
- XX** Reduce use of congregate care **28/75%**
- XX** Decrease resource family turnover by **25%**

Rationale for choosing this activity to meet the aforementioned goal(s):

In working with resource families and community partners through the Quality Parenting Initiative, the overwhelming feedback from resource families indicates the need for greater support. Families report current information and communication from social workers is often insufficient. Other needs expressed by of the families' include the need for more social and instrumental support, such as assistance with navigating the juvenile court and foster care system, having a person to talk through parenting concerns, and support in accessing available services and community resources.

These comments reflect results of a survey conducted by AdoptUSKids<sup>1</sup>, who held focus groups and interviews in which resource families described barriers with such as:

- *Difficulties in reaching the right person*
- *Multiple unreturned calls*
- *Insensitivity to the experience and needs of parents*
- *Overly negative descriptions of the children*
- *An individual worker (or manager) can have a profound effect in creating a successful recruitment outcome.*

One of the factors that brought about QPI was the overall feeling held by caregivers that they are not supported in their decision making, for example feeling punished when allowing their foster children to participate in the same activities as their own children, and therefore not able to provide children in care with a sense of normalcy in their lives and consequently not having the "normal" experiences which provide youth the opportunity to acquire life skills<sup>2</sup>. proven successful in their Counties.

In addition, multiple studies have found that increasing support to resource families is related to increased role satisfaction for caregivers, and a decrease in placement disruptions. For example, a 2009 study found that the relationship between a resource parent and a foster child is related to the resource parent's sense of well-being and satisfaction, which in turn increased the family's intention to continue fostering other children<sup>3</sup>. As public agencies gain residents' trust, they also gain knowledge about local services, resources and informal support available to help families. Improved coordination with other service and support providers can allow everyone to do what they do best – and to learn from one another<sup>4</sup>.

Therefore, in order to retain and support resource family homes that are able to provide quality parenting and able to meet the needs of children presenting with behavioral and emotional challenges due to the effects of trauma, a much greater level of support must be provided.

The Annie E. Casey Foundation<sup>5</sup>, recommends utilization of a dedicated resource parent workers to provide support to foster parents; in addition, consultation with neighboring Counties such as Ventura and San Luis Obispo Counties, that are demographically similar to Santa Barbara County, have provided feedback that this framework for responding to the needs of our resource families, have provided feedback that this framework for responding to the needs of our resource families, have proven successful in their Counties.

1. McKenzie J.K. and McKenzie, J.L. *Answering the Call Recruitment Work Plan Guide for Adoption and Foster Care Program Managers*. AdoptUSKids; Maltimore, MD. Retrieved November 12, 2015, from <http://dhs.georgia.gov/sites/dfcs.dhs.georgia.gov/files/imported/DHR-DFCS/Foster%20Family%20Initiative/answeringthecall.pdf>
2. Pokempner, J., Mordecai, K., Rosado, L. and Subrahmanyam, D. (2015). *Promoting Normalcy for Children and Youth in Foster Care*. Juvenile Law Center; Philadelphia, PA. Retrieved November 12, 2015, from <http://jlc.org/resources/publications/promoting-normalcy-children-and-youth-foster-care>
3. Whenan, R., Oxlad, M., & Lushington, K. (2009). Factors associated with foster caregiver wellbeing, satisfaction and intention to continue providing out-of-home care. *Children and Youth Services Review*, 31, 752–760
4. The Annie E. Casey Foundation (2005). *Family to Family Tools for Rebuilding Foster Care: Building Community Partnerships, Step by Step*. The Annie E. Casey Foundation; Baltimore, MD. Retrieved November 12, 2015, from <http://www.aecf.org/resources/building-community-partnerships-step-by-step/>
3. The Annie E. Casey Foundation. (2012). *Building successful resource families: A guide for public agencies*. Retrieved November 4, 2015, from <http://www.aecf.org/m/resourcedoc/aecf-BuildingSuccessfulResourceFamilies-2008.pdf>

Priority Rank of This Activity/Program in Relation to Other County Activities/Programs  
number 2 of 5

Activity/Program Name/Title:

### Branding and Media Campaign

Activity/Program Description (limit to 250 words):

Currently the community has limited knowledge of the need for resource families in Santa Barbara County. A media and marketing campaign will establish a platform which will be used to recruit resource families, inform the community of the work that is done by CWS and our community partners, and develop relationships with community partners with a goal of increasing support for youth in out of home care and the resource families who support them.

Santa Barbara will consult with a local media team experienced in developing branding and marketing strategies for CWS agencies, which have been found to be effective recruitment and retention tools such as:

- A Resource Family logo, and brand statements and tag lines that reflect the diversity of the population in the County.
- Recruitment materials such as posters, flyers, pamphlets, and other advertising materials that will be placed in public and partner locations throughout the county.
- A Resource Family Website, Facebook site and other social media that will provide recruitment and retention related information. The sites will work as a hub for partners, such as the Resource Family Association, QPI, and community and faith based service organizations, to inform resource families and the public of services available to the Resource Family Community.
- Marketing/media strategies for targeted recruitment such as a Heroes campaign and working with local business to attach resource family information to coupons, etc.
- Television and radio messages, targeting specific placement needs such as sibling groups and transition aged children.

Is this a new activity or expansion of a current activity?

New – Yes ; Expansion No

This new activity addresses the need to increase community awareness regarding the need for placement homes for children and youth in out of home care, increase the number of families recruited to the RFA program, and also increase awareness of the supports needed for children and resource families.

Approximate Anticipated Cost of This Activity/Program:

\$100,000

Describe any planned partnerships or funding to support this activity (e.g. With County Mental Health, local agencies, foster caregivers, foundations, etc.):

The County will work with stakeholders from the QPI workgroup including youth and caregivers to further develop the branding and media campaign.

It is anticipated that this program will be continued beyond FY 15/16 although the level at which the program can be sustained will be contingent on the availability of additional state funds, public/private partnerships, and availability of additional county funds, and/or placement cost savings. After the initial investment it is also anticipated that costs to maintain the campaign for future years will decrease.

Goal(s) and Desired Outcomes (mark all that apply):

**XX** Increase # of county licensed foster parents/resource families by **14/25%**

**XX** Improve placement stability for **33/8%**

**XX** Reduce use of congregate care **28/75%**

**XX** Decrease resource family turnover by **25%**

Rationale for choosing this activity to meet the aforementioned goal(s):

The branding and media campaign is guided by the precepts of the Quality Parenting Initiative, which acknowledges foster parenting is a brand which creates a clear image and set of expectations in people's minds, and that the brand is neither positive nor reflective of reality, but at the same time the brand brings with it negative connotations of the brand, making recruitment and even retention difficult<sup>1</sup>.

Research on applying a marketing approach, found the greatest response to outreach, was to mass media, with personal contacts having the second highest rate of response, and although printed matter was named as a recruitment source by only 12% of the licensed applicants, it is a worthwhile supplemental effort because of the relatively low cost of production<sup>2</sup>.

AdoptUSKids actively endorses the use of an individualized, broad spectrum marketing approach, as described above, to recruit and support resource families<sup>3</sup>. This strategy will address the need to increase community awareness regarding the need for families to care for children and youth in out of home care, increase the number of families recruited to the RFA program, and also increase awareness of the community support and resources needed for both children in out of home care



and the resource family community.

1. Schauffer, C. (2012). The Quality Parenting Initiative: Fostering in the 21<sup>st</sup> Century. *Fostering Families Today*. *Fostering Families Today*, May/June, 24 – 25.
2. Moore, B. and Grandpre, M. (1988). Foster Home Recruitment: A Market Research Approach To Attracting and Licensing Applicants. *Child Welfare*, 67(2), 147 – 160.
3. McKenzie J.K. and McKenzie, J.L. *Answering the Call Recruitment Work Plan Guide for Adoption and Foster Care Program Managers*. AdoptUSKids; Maltimore, MD. Retrieved November 12, 2015, from <http://dhs.georgia.gov/sites/dfcs.dhs.georgia.gov/files/imported/DHR-DFCS/Foster%20Family%20Initiative/answeringthecall.pdf>

Priority Rank of This Activity/Program in Relation to Other County Activities/Programs number **3 of 5**

Activity/Program Name/Title:

Permanency Teaming

Activity/Program Description (limit to 250 words):

Permanency Teaming will build upon principles of the Extreme Recruitment program to locate placement for youth in congregate care and other hard to place youth. Extreme Recruitment recognizes that youth have many options for supportive permanent relationships that can offer stability and information about adults or peers that can be part of an extended Permanency Network.

Permanency Teaming will also utilize tools from Safety Organized Practice to address permanency, e.g.:

- The SOP mapping process will be used during permanency meetings to surface strengths and needs related to a youth's permanency planning.
- The identification of community networks ready to provide support to children/youth – for example the faith community, the LBGTQ community, Guardian Scholars, California Youth Connections, etc.
- Supporting individual safety networks comprised of care providers and caring adults and peers that can support the developmental needs of the youth.

Permanency Teaming will require the identification of a Permanency Teaming Coordinator/Extreme Recruiter to lead the process, e.g.:

- Receive referrals and gather case information.
- Utilize available recruiting techniques applicable to the child.
- Assist the youth in identifying a Permanency Coach.

The Permanency Coach will:

- Support the child in defining a permanency goal and identifying a team.
- Address past traumas that may emerge.
- Help identify people the youth has lost contact with.
- Help the youth recognize the importance of supporting permanency teaming, by maintaining safe behaviors.

The Permanency Coordinator will work with the Permanency Coach to hold initial and follow up Permanency Team Meetings.

Is this a new activity or expansion of a current activity?

New – Yes ; Expansion -Y

The County has just begun to pilot this concept and will be holding its first permanency teaming meeting this month. Currently there are no available funding sources to hire a permanency teaming coordinator or extreme recruiter which will limit the number of youth served and extent to which placement options can be identified.

Approximate Anticipated Cost of This Activity/Program:

\$150,000

Describe any planned partnerships or funding to support this activity (e.g. With County Mental Health, local agencies, foster caregivers, foundations, etc.):

It is anticipated that the Permanency Teaming process for youth will lead to the development and nurturing of relationships with a broad range of community and County based organizations such as Santa Barbara County Children's System of Care (Alcohol, Drug, and Mental Health), and nonprofit and faith based organizations that are able to support youth in identifying permanent families and or provide a permanent support network.

Efforts will also be made to partner with Santa Barbara County's philanthropic community with the goal of obtaining supplemental funds to support permanency activities such as supporting visitation by providing financial assistance (e.g. gasoline cards) to interested adults. In addition development funds are available from organizations such as the Fund for Santa Barbara (FSB). FSB provides development grants to community groups, e.g. currently the Santa Barbara Guardian Scholar program is applying for a grant to develop and expand the Guardian Scholar program, as well as California Youth Connections. In addition, development funds will be solicited from local philanthropic and service groups such as the Santa Barbara Foundation, the Bower Foundation, and the Women's fund, in an effort to have funds available to provide different levels of practical support during the permanency process.

It is anticipated that this program will be continued beyond FY 15/16 although the level at which the program can be sustained will be contingent on the availability of additional state funds, public/private partnerships, and availability of additional county funds, and/or placement cost savings.

Goal(s) and Desired Outcomes (mark all that apply):

**XX** Increase # of placements with relatives by **30/7%**

**XX** Improve placement stability for **33/8%**

**XX** Reduce use of congregate care **28/75%**

**XX** Improve exits to permanency for **6/5%**

Rationale for choosing this activity to meet the aforementioned goal(s):

This strategy addresses the need to develop Permanency Teams for the most difficult to place youth: those in congregate care, older youth that are not currently in relative/NREFM placement, and those who have experienced placement instability.

For foster youth, the single experience that defines foster youth culture is the experience of separation from one's family of origin<sup>1</sup>. Those children raised in foster care and who emancipate from foster care at the age of eighteen, may have lost connection with those important to them and may not have a consistent group of friends and family due to unplanned placement changes<sup>2</sup>.

Supporting foster youth achieve their full potential requires more than addressing their immediate needs for shelter, food, and safety. It requires intensive and coordinated efforts by many agencies and community organizations, as well as professionals, community leaders, and concerned volunteers, to provide the support and encouragement that these young people need to become engaged, responsible, and productive adults<sup>3</sup>.

It can take many months, if not years, to support a child's successful transition from an uncertain future to a condition of permanency<sup>4</sup>, and requires multiple levels of assessment and support of the child or youth's readiness to understand and participate in the permanency process<sup>5</sup>. The use of Safety Organized Practice will provide the necessary framework to helping children and youth understand their past life and their current situation, with the goal of supporting children and youth to transition from primary and secondary traumas to permanency.

Through the permanency teaming process these youth will benefit from identifying potential relative or NREFM placements as well as a the development of a caring support network that will assist them in achieving their full potential and exiting to permanency. This will also improve placement stability. Youth who experience less placement changes are more likely to experience fewer school changes, less trauma and distress, less mental health and behavioral problems and increased

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Priority Rank of This Activity/Program in Relation to Other County Activities/Programs  
number 4 of 5

Activity/Program Name/Title:

Provide Practical Support to Resource Families

Activity/Program Description (limit to 250 words):

In addition to the behavioral or emotional demands a child may place on a resource family, Child Welfare Workers have observed finances to be an area of concern for resource families. Direct, practical supports are needed to provide families the financial ability to provide for the needs of the children in their care as well as to ensure finances are not a barrier to children and youth experiencing "normalcy" while in care. Concrete support to families will focus on providing financial support for activities including but not limited to:

- Child care/pre-school/afterschool programs
- Respite care

- Infant supplies such as diapers, cribs, and car seats
- Supplies needed at initial placement
- Social/Emotional enrichment activities for youth
- Tuition/Fees for athletics or extracurricular activities for youth
- Miscellaneous Costs such as transportation, fees, or reimbursements for damages

Is this a new activity or expansion of a current activity?

New – Yes ; Expansion-N

Approximate Anticipated Cost of This Activity/Program:

\$225,000

Describe any planned partnerships or funding to support this activity (e.g. With County Mental Health, local agencies, foster caregivers, foundations, etc.):

The effort to support placement stability through practical supports will also include efforts to establish and nurture relationships with members of the community, such as the faith and philanthropic communities, whom are interested and available to assist in meeting the practical needs of caregivers and the foster children in their care. For example the County is currently working with two non profits agencies, Child Hope Services and Fighting Back, as well as local churches, to provide families in kind support such as children’s furniture and funds for Holiday gifts.

Efforts will also be made to develop and nourish relationships with Santa Barbara County’s nonprofit and philanthropic community, in an effort to identify and locate suitable sources for additional funding or in kind support. Also, development funds will be solicited from local philanthropic and service groups such as the Santa Barbara Foundation, the Bower Foundation, and the Women’s fund, in an effort to meet any financial shortfalls.

It is anticipated that this program will be continued beyond FY 15/16 although the level at which the program can be sustained will be contingent on the availability of additional state funds, public/private partnerships, and availability of additional county funds, and/or placement cost savings.

Goal(s) and Desired Outcomes (mark all that apply):

- XX** Increase # of county licensed foster parents/resource families by **14/25%**
- XX** Increase # of placements with relatives by **30/7%** number and percent
- XX** Improve placement stability for **33/8%**
- XX** Reduce use of congregate care **28/75%**
- XX** Decrease resource family turnover by **25%**

Rationale for choosing this activity to meet the aforementioned goal(s):

A common concern for resource families in Santa Barbara County is the high cost of living in this county which makes it challenging to meet basic, practical needs for their own children as well as foster children placed in their care. This concern mirrors findings in the academic literature which indicate that resource caregivers who perceive low levels of financial support may be more likely to discontinue fostering than foster parents who feel adequately supported<sup>1</sup>.

In addition, resource families perceptions of factors that promote or inhibit success, indicated that resource parents perceived a lack of agency support, respite, monetary concerns and community support as factors negatively impacting their ability to successfully care for foster children in their care<sup>3</sup>.

Practical support refers to formal support and community networks that offer tangible resources in times of need, such as financial support<sup>2</sup> addressing miscellaneous costs related to child care, supplies such as diapers, cribs, and car seats such as transportation, reimbursements for damages, etc.

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2. Rhodes, K. W., Orme, J. G., & Buehler, C. (2001). A comparison of family foster parent who quit, consider quitting, and plan to continue fostering. *Social Service Review*, 75, 85–114.
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Priority Rank of This Activity/Program in Relation to Other County Activities/Programs number **5 of 5**

***For questions concerning the completion of this template, please contact the Foster Caregiver Policy and Support Unit at (916) 651-7465 or via email at kinship.care@dss.ca.gov.***

***Submit completed plans electronically no later than December 1, 2015, to kinship.care@dss.ca.gov.***

# APPENDIX D

## Resource Parent Recruitment Plan 2015 - 2016

### Introduction

AdoptUKids defines recruitment as including all outreach, educational and support activities that a Child Welfare Services use to interest and guide an individual and/or family to become a resource parent (McKenzie & McKenzie). This includes all activities from outreach and/or first contact to placement of a child in an approved home. This definition includes some activities that others may call “retention” or family preparation. The *AdoptUSKids* definition is comprehensive, because a definition of recruitment is promoted that is results-based and inclusive of all agency members at all stages, so that all the workers who have a hand in helping a parent become a resource family and receive/maintain a placement.

Additionally, including retention as recruitment activity, underscores the ongoing value of resource parents with longevity and who maintain a realistic view of being a resource parent, meeting the expectations of the Juvenile Court and meeting the developmental needs for children youth across time and across developmental domains. A resource parent that is able to effectively respond to both the demands of the system, will more likely be found to be a satisfied resource parent. Whenan, Oxlad, and Lushinton (2009) found that the resource parent and child relationship was significantly related to the parent’s well-being and satisfaction which increased intention to continue fostering other children. The study also found that resource parents were more satisfied with their experience and more likely to continue fostering when they had undergone training in preparation for receiving children into their home. The intended result of recruitment is the placement of a child with a prepared and committed resource and/or adoptive family. A satisfied resource parent will also be more likely to share positive

### Guiding Principle - The Quality Parenting Initiative

The California Governor’s web page describes a quality caregiver is a full partner in a team supporting the healthy development and achieving permanency for children who cannot live with their parents.

- The specific job of the caregiver is to provide high quality parenting by assuming many of the roles of the child’s parents and provide for the child’s needs while the child is in their home.
- Provide the foster child: food, shelter, medical care, education, safety, support, encouragement, reassurance, self-esteem, self-worth, security, structure, and love; consistent with the needs of the child.
- When appropriate to mentor the biological parent(s).
- Maintain a lifelong commitment to the child wherever he or she lives.

One of the forces that brought about QPI, was the overall feeling held by caregivers that they are not supported in their decision making, for example feeling punished when allowing their

foster children to participate in the same activities as their own children, and therefore not able to provide children in care with a sense of normalcy in their lives and consequently not having the “normal” experiences which provide youth the opportunity to acquire life skills. (Pokempner, Mordecai, Rosado, & Subrahmanyam, 2015).

These comments reflect results of a survey conducted by AdoptUSKids, held focus groups and interviews in which researchers consistently encountered a barriers within the agencies, such as:

- Difficulties in reaching the right person
- Multiple unreturned calls
- Insensitivity to the experience and needs of parents
- Overly negative descriptions of the children
- An individual worker (or manager) can have a profound effect in creating a successful recruitment outcome.

Comments by local resource parent which were recorded by this author, reflect the inherent conflicts and obstacles presented by the different demands placed on a substitute care provider for example several Santa Barbara County resource homes described feeling distress due to being provided crucial information about the mental health needs and not being provided support in accessing services and their countless and sometimes fruitless efforts to manage a child’s behavioral excesses due to the child’s personal history of trauma. Local resource parents also asserted they don’t trust that CWWs are well informed on basic processes such as referring for behavioral health services, policies such as Prudent Parent, AB 490, childcare, visitation practices, medication procedures, and other nuts and bolts information or assistance such as periodic respite, that would support the placement of a child (Whenan, Oxlad, & Lushington, 2009).

Placements placements also tend to describe themselves – or present in this manner to case mangers – as unequipped or uninformed about how they should respond to children’s complicated social and emotional needs, and due to urgency of most placements often leaves resource homes over worked, stressed, and unsupported. This is critical information, particularly in light of prior research findings that found that the resource parent and child relationship was significantly related to the parent’s well-being and satisfaction which increased intention to continue fostering other children. Unaddressed dissatisfaction of resource parents often causes them to leave the system entirely, which brings more stress on those resource parents who remain, causing a cycle of dissatisfaction and increased demand. The study also found that resource parents were more satisfied with their experience and more likely to continue fostering when they had undergone training in preparation for receiving children into their home. (Storer, Barkan, Stenhouse, et al. L.L., 2014; Whenan, Oxlad, & Lushington, 2009).

Unlike other initiatives, QPI does not describe a specific set of expectations, and it does not make recommendations for change of practice. Still, QPI sites up to date tend to identify similar characteristics of for excellence in resource parenting (Schauffer, 2012), including:



Excellent resource parents:

- are respected partners with the other members of the child welfare team
- love, nurture and advocate for children in their care and
- support and mentor birth families including siblings and other kin as well as birth parents.

The expectations of the Quality Parenting Initiative reflect the realities that have been found in the resource parenting literature such as Berrick and Skivenes discussion on “Parenting+”. Upon completing a review of the literature, Berrick and Skivenes found that in addition to good parenting practices there are some tasks associated with caring for a foster child that go above and beyond the typical strategies used with children from the general population and they derive from children's unique circumstances as dependents of the Court, as temporary members of family, and as children shared between multiple families. The three dimensions include: (1) Attending to the experience of integrating into a new family; (2) Considering the relationship between the child, birth family, and resource family; and (3) Responding to the development and special needs of the child (Berrick & Skivenes, 2012).

### **Recruitment**

As we go forward with efforts to increase the roster of available resource parents, it’s good to consider the following principles of recruitment that are presented by AdoptUSKids, and which can work to bolster the principals we are following. According to AdoptUSKids, the goal is to have a beliefs Underpinning a Results-Based Definition of Recruitment is more than just bringing people to the door. It is a living system that can only be measured by its results for kids and families. Following are few of the eight beliefs that AdopUSKids has outlined f eight beliefs that underpin this definition of recruitment:

- Results-based recruitment is everybody’s job.
- Results-based recruitment is customer-driven.
- Results-based recruitment portrays the children who need help and the role of the resource and adoptive parent optimistically and honestly.
- Results-based recruitment works to rule people in, not out of the process.
- Results-based recruitment works best when seasoned resource and adoptive parents are partners in the process.
- Results-based recruitment is a community endeavor.
- Results-based recruitment involves teamwork and a shared sense of urgency.
- Results-based recruitment involves tracking and evaluation and it is always time-sensitive.

In order to address the principles of recruiting and retention described by AdoptUSKid as well as adhere to the principles of QPI, the following is a description of the recruitment team, and recruitment and retention activities that will be implemented.

## **The Recruitment Team**

**The Recruitment Team is comprised of all of the staff at the Department of Social Services in Santa Barbara County with particular duties taken on by both the Resource Parent Recruiter and the Resource Parent Mentor.**

### **Resource Parent Recruiter**

A current resource/adopt parent was provided a contract to engage in Community Outreach and Resource Family Recruitment. This recruiter as hired due to the understanding that resource parents appear to be highly effective recruiters, and should be used to recruit other resource parents, with interpersonal communication with resource parents being the most frequently cited factor in influencing others to foster children. In addition, special needs adoption recruitment was known to have successfully relied on enthusiastic adoptive parents to add an educational dimension to the recruitment process. (Smith & Gutheil, 1988).

The Resource Family Recruiter will develop connections with community based organizations, in North and South Santa Barbara County, the recruiter's activities goals are:

- Promote the values associated with providing children in the dependency system with a safe and stable resource family home.
- Be prepared to provide prospective resource families with referral information to attend SB DSS resource family orientation in North and South Santa Barbara County.
- Participate in community based organized activities/events, and provide information on the resource family approval process.
- Attend and provide in person support for activities at resource family community events in North and South Santa Barbara County.
- Contribute to/participate in development activities related to recruitment and retention of resource families in North and South Santa Barbara County.
- Maintain a monthly log of recruiting contacts, and provide a monthly summary of recruitment efforts describing community based organizations contacted/presented to per North and South Santa Barbara County region and number of prospective resource parents referred to resource family orientation in North and South Santa Barbara County.

### **Resource Parent Mentor**

Cooley & Petren (2011) conducted review of the literature addressing resource family perceptions of placement success, their needs and factors that promote or inhibit success. The result of this review indicated that resource parents perceived a lack of: skill training, agency support, respite, monetary concerns and community support.

In addition, it's important to keep in mind that the effects of Continuum of Care reform, as well as the reality that our social environment is becoming riskier due to the easier access to illegal drugs, an active human trafficking trade, and increased levels of poverty due to the influx of immigrants from poorer nations, are all factors that add to the strain resource parents feel as they attempt to affect the many demands they are faced with. Holland and Gorey (2004) posit that strain in relationships between resource parents and case workers may be due to the caseworkers' inability to devote resources to increasingly complex resource family cases that require case specific interventions for an array of diverse needs. Whatever the reason, the limited support and, in some cases, lack of cooperation from agency workers may hinder resource parents' sense of competency.

Santa Barbara County has had a Resource Parent Mentor since the 2014 – 2015 fiscal year. Unfortunately, based on reports from both resource parents and staff, the existence and valuable contributions the mentor can make toward supporting retention of resource parents and reducing placement disruptions, were not drawn upon. The Resouce Family Mentor's presence among staff and support for resource parents is expected to sharply increase.

### **Recruitment Activities: General Recruitment**

**General outreach to raise the community awareness of the critical need for resource and adoptive parents:**

**Mass media recruiting:** Research on taking a marketing approach, found the the greatest response to outreach, was to the mass media ( radio, television,newspapers, and billboards), with personal contacts having d the second highest rate of response; although printed matter was named as a recruitment source by only 12% of the licensed applicants, it is a worthwhile supplemental effort because of the relatively low cost of production (Moore & Grandpre, (1988).

- Produce and distribute informational materials, brochures, magnets, posters, flyers with “tear off” tabs posted in local community locations across SBC:
- Target locations include those that hat see heavy traffic from the community.
  - Business Community such as medical offices, dental offices, vision offices, shopping malls, stores, fitness centers, convenience stores, bowling alleys, beauty salons, coffee shops
  - Community Centers – Libraries, Recreational Centers, Community Centers
  - Community events such as fun runs, triathlons, 4 H events, school festivals, health fairs
  - Gain access to and distribute recruitment information in the location's preferred format: i.e. posters, flyers, etc.
    - Maintain master list of locations to keep materials fresh and appealing to the public
    - Provide all materials in Spanish language material relevant to the Hispanic-American/Latino members of the community

- Media
  - Facebook – ask SB Foster Care Association to host, use FB to post event and training schedules, special information, etc., links to SBC resource family information page placed on partner websites
  - Radio outreach, ads and interviews
  - newspaper articles/interviews

### **Recruitment Activities: Targeted Recruitment**

**Targeted recruitment will involve two parameters, addressing the needs of a particular group of children and engaging specific sectors of the community:**

**Inform the community of the needs of the diverse array of children and youth needing resource homes by engaging in recruitment highlighting the needs of:**

- older children, that is age - elementary aged, transition age, the needs each age presents
- children with special needs - behavioral/emotional/educational needs
- LGBTQ youth

#### **Outreach to community groups:**

Neighborhood resource families are more culturally and geographically relevant for children, and aid in the transition back home. Working with the different communities will help to build trusting relationships between families and Child Welfare Services. Community work will provide the opportunity for CWS to work with local community based organization, and resources and informal support available to help families. Improved coordination with other service and support providers can allow everyone to do what they do best – and to learn from one another.

Recruitment and outreach activities by Child Welfare Services and have and an active role in supporting community partnerships, build trust between families and the child welfare agencies and set the stage for working together.. As public agencies gain residents' trust, they also gain knowledge about local services, resources and informal support available to help families. Improved coordination with other service and support providers can allow everyone to do what they do best – and to learn from one another (Casey, 2005).

Efforts to establish community relationships in the diverse population in Santa Barbara County, will require identifying and engaging a key social agent/s in each community sector, such that the key social agent will function as an indigenous, or local guide. Relying on community ambassadors to help establish ongoing relationships and partnerships for targeted and general recruitment to engage communities that make up Santa Barbara County and that contain the homes that will support permanency planning efforts; allow parental and community connections to be maintained; keep children in their schools of origin; and allow siblings to be placed together.

## **Community sectors that will receive recruitment activities:**

- **Faith Community:**

Identify and support the development of a support network among the churches of SBC, accessing the faith community requires locating existing relationships and referrals from others, and relying on their support to be invited to engage in recruitment activities.

- All churches of all denominations and beliefs will be targeted, including but not limited to nondenominational Christian, Catholic, Muslim, Latter Day Saints, and other religious communities in Santa Barbara County.
  - Establish relationships and gain access to opportunities to provide in person informational sessions, place information posters/flyers in in visible locations, attend public information events.
- Currently preparing for gathering of Christian churches in Santa Maria to expand our relationships and involve more churches in Santa Maria and involve more churches in recruitment and support activities, work cooperatively with the churches and take advantage of recruitment opportunities. Preparing to provide a luncheon to gather church elders centering in Carpinteria and Santa Maria.
- Currently working to establish a relationship with a Spanish Language Christian church in Carpinteria, pursue entry into, and outreach to Latino/Hispanic American community members. Preparing to provide a luncheon to gather church elders centering in Carpinteria and Santa Maria.

- **County and City governments:**

For Santa Barbara County, and for the cities of Guadalupe, Santa Maria, Santa Ynez, Solvang, Buellton, Santa Barbara, Goleta, Montecito, Carpinteria

- Identify locations and gain access to public workers
  - provide in person informational sessions, place information posters/flyers in in visible locations, attend public information events.
- locations can include Social Service Offices, Juvenile and Adult Probation Offices, ADMHS office locations, Public Health Offices, Police and Sheriff, CHP, Public Library System, City and County executives, fire departments.

- **County and City Pre-K – 12 School Districts:**

Identify and support the development of a recruitment support network among the schools/within the districts that will invite active recruitment activities at individual schools such as:

- provide in person informational sessions to PTA and ELAC meetings
  - provide in person informational sessions to teaching staff
  - distributing resource family information to the parent members of the school community
- place information posters/flyers in in visible locations, attend public information events.

- **Colleges and Universities**
  - Identify locations and gain access to college/university employees
    - provide in person informational sessions, place information posters/flyers in in visible locations, attend public information events.
  - for Alan Hancock, Santa Barbara City College, UC Santa Barbara, Antioch University, Fielding University, Brandman University, Pacifica University
  
- **Service Organizations - voluntary non-profit organizations where members meet regularly to perform charitable activities.**
  - Identify locations and gain access to service and philanthropic organizations and their employees
    - provide in person informational sessions, place information posters/flyers in in visible locations, attend public information events.
    - Assess for grant / donation / volunteer support opportunities
  - Lists of county wide service organizations:
    - [http://www.sbcoast.com/celebrate\\_nonprofits/nonprofits\\_santa\\_barbar\\_a.html](http://www.sbcoast.com/celebrate_nonprofits/nonprofits_santa_barbar_a.html)
    - <http://cosb.countyofsb.org/central.aspx?id=476>
    - <http://www.adventuresincaring.org/resources/santa-barbara/>
    - <http://nprnsb.org/>
  
- **Resource parent community:**

Resource parents have always been and continue to be a valued recruitment resource to meet the demand for resource family, however, the agency needs additional recruitment efforts. (Moore & Grandpre, (1988).

  - Identify youth that have been successfully placed talk about what makes a good resource family for teens and if possible how this is impacting on their lives
    - Solicit youth leaders from resource family roster, involve in the production of recruitment activities and materials
    - Provide youth a stipend reimbursing them for their time/effort in support of recruitment
  - Work with local resource parents that take placement of the targeted children and have them speak at faith based organizations or at community events.
    - Provide a stipend for speaking to reimburse their time and effort to speak at public events.
    - Resource parents will be encouraged too use a variety of ways to recruit applicants by posting flyers, handing out resource family business cards, and speaking to friends and neighbors.

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