California Child and Family Services Review
County Self-Assessment
County of Imperial

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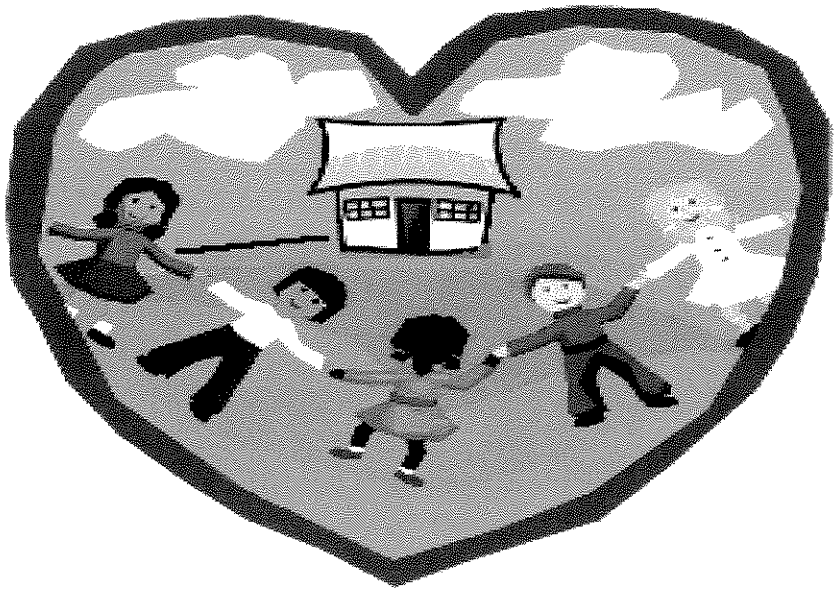
James Semmes, Director, Imperial County Department of Social Services
James Moffett, Interim Chief Probation Officer, Imperial County Probation



Mission…
To serve, aid and protect needy and vulnerable children, strengthen and preserve families, encourage personal responsibility, and foster independence.

PREPARED BY: Kelley Sanchez, CSA Lead
Staff Services Analyst II, Imperial County Children and Family Services

Submitted to the California Department of Social Services
Children and Family Services Division

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California's Child and Family Services Review
County Self-Assessment Cover Sheet

County:	Imperial County
Responsible County Child Welfare Agency:	Imperial County Department of Social Services Children and Family Services
Period of Assessment:	December 2008 – December 2011
Period of Outcome Data:	Quarter ending March 31, 2011
Date Submitted:	December 28, 2011
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Submitted by each agency for the children under its care	
Submitted by:	**County Child Welfare Agency Director (Lead Agency)**
Name:	James Semmes
Signature:	
Submitted by:	**County Interim Chief Probation Officer**
Name:	James Moffett
Signature:	

County & Community Partners	In Collaboration with: Name(s)	Signature
Board of Supervisors Designated Public Agency to Administer CAPIT/CBCAP/PSSF Funds	James Semmes	
County Child Abuse Prevention Council	Yvette Garcia	
Parent Representative	Alma Guzman	

As Applicable[1]	Name(s)
California Youth Connection	Luis Torres
County Adoption Agency (or CDSS Adoptions District Office)	Cassandra Gregory
Local Tribe	Michael Jack
Local Education Agency	Amanda Occhiuto

Board of Supervisors (BOS) Approval	
BOS Approval Date:	12-06-11
Name:	JESUS J. TERRAZAS
Signature:	

☒ Name and affiliation of additional participants are on a separate page with an indication as to which participants are representing the required core representatives.

MINUTE ORDER
OF
IMPERIAL COUNTY
BOARD OF SUPERVISORS

Date: December 06, 2011	Book: 404	Page: 295	File #: 300.35	M.O.#: 61
Department: SOCIAL SERVICES			2nd Page:	

THE BOARD OF SUPERVISORS OF THE COUNTY OF IMPERIAL, STATE OF CALIFORNIA, on a motion by Supervisor : KELLEY , second by Supervisor : WYATT and approved by the following roll call vote;

AYES : RENISON, TERRAZAS, KELLEY, WYATT

NAYES : NONE

ABSTAINED : NONE

EXCUSED OR ABSENT : CASTILLO

Approved and authorized the Chairman to sign Imperial County's Self-Assessment for the period of December 2008 through December 2011.

Topic: Imperial County Self-Assessment **X-Topic:**

CC:					
	☒ File	☒ CEO	☐ Fire/OES	☐ Probation	☐ Other...
	☐ Ag. Comm	☐ County Clerk	☐ HR - Risk	☐ Public Health	
	☐ Assessor	☐ County Counsel	☐ Info/Tech	☐ Public Works	
	☒ Auditor	☐ District Attorney	☐ OET	☐ Sheriff-Coroner	
	☐ Behavioral Health	☐ Facilities Manag.	☐ Planning	☒ Social Services	

Imperial County Self-Assessment

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INTRODUCTION

Imperial County began its third three-year County Self-Assessment process in July 2011, after finishing the Peer Quality Case Review (PQCR) process. A County Self-Assessment Advisory Group was formed, comprised of representatives from Child Welfare Services (CWS), the Probation Department, Imperial County Child Abuse Prevention Council (CAPC), Imperial Valley Regional Occupational Program-Accessing Careers through Education (IVROP-ACE), Imperial County Office of Education (ICOE), Imperial County Licensing and Adoptions, and the local Quechan Tribe.

The CSA Advisory Group was tasked with overseeing the planning of the public comment process. After reviewing all of the outcome measures, the Advisory Group decided to focus on five areas in greatest need of improvement. Child Welfare Services chose measures C1.1-Reunification within 12 Months, C1.4-Reentry Following Reunification, C2.1-Adoption within 24 Months and C4.1/C4.3-Placement Stability. The Probation Department selected Youth Transitioning from Placement to Aftercare Services. The Advisory Group then developed a series of questions designed to gather feedback from the community on the five identified outcomes, as well as prevention services:

<u>Community Based Prevention Services</u>

1. What types of services are available in our community to keep children safe without having to remove them from their family? Are they adequate?
2. What barriers exist within Imperial County that prevent families from accessing treatment or services?

<u>Reunification Services</u>

1. When youth are taken into foster care for their protection or because of delinquency, what do you think their parents need to help them be reunified with the youth more quickly?

<u>Reentry Following Reunification</u>

1. After a family has been reunified, what kinds of support do parents need to keep the family safe and healthy?

<u>Adoption within 24 Months</u>

1. What needs to happen so that more youth, who can't reunify with their parents, could be adopted or have committed guardians?

<u>Placement Stability</u>

1. What would help to reduce the number of placement changes youth experience while in foster care?

<u>General</u>

1. What is the one most pressing unmet need you see for Child Welfare Services or Probation?

The CSA Advisory Group sought input from the community through surveys, which incorporated the previously mentioned questions. These surveys, along with a general survey, were distributed to community partners, CWS/Probation staff, caregivers, the Tribal community, foster youth and parents. The responses gathered from the 311 people who responded to the surveys have been incorporated into this report and will be utilized when the County develops its System Improvement Plan (SIP).

ACKNOWLEDGEMENTS

Imperial County Children and Family Services and the Probation Department would like to thank all of the people listed below for their hard work, commitment and important contributions to this effort. This process would not have been possible or successful without their knowledge, expertise, and dedication.

County Self-Assessment Core Representatives

Name	Job Title	Agency/Department	Representative
Yvette Garcia	Program Director	Child Abuse Prevention Council	Child Abuse Prevention Council / Children's Trust Fund
Kelley Sanchez	Staff Services Analyst II	Department of Social Services, Children and Family Services	Board of Supervisors Designated Agency to Administer CAPIT/CBCAP/PSSF
Cheryl Turner	Public Health Nurse	Child Health and Disability Prevention Program	County Health Department
Deborah Witt	Senior Manager	Behavioral Health Services	County Mental Health Department
Hilda Baeza	Program Manager	Department of Social Services, Children and Family Services	Child Welfare Services Administrator
Michael Jack	Indian Child Welfare Specialist	Quechan Social Services	Quechan Tribe
Alma Guzman	Parent	Child Abuse Prevention Council	Parent Representative
Gloria Brunswick	Manager	Probation Department	Probation Administrator
Pamela Daniels	Social Worker Supervisor	Department of Social Services, Children and Family Services	Resource Families and other Caregivers
Luis Torres	Project Coordinator	Imperial Valley Regional Occupational Program-Accessing Careers through Education	Youth Representative

County Self-Assessment Advisory Group

Name	Title	Department
Kelley Sanchez	Staff Services Analyst / CSA Lead	Child Welfare Services
Chris Christensen	Staff Services Analyst	Child Welfare Services
Hilda Baeza	Program Manager	Child Welfare Services
Cassandra Gregory	Social Worker Supervisor (Adoptions)	Child Welfare Services
Pamela Daniels	Social Worker Supervisor (Licensing)	Child Welfare Services
Gloria Brunswick	Manager	Probation Department
Amanda Occhiuto	Interagency Steering Committee Coordinator	Imperial County Office of Education
Yvette Garcia	Program Director	Child Abuse Prevention Council
Luis Torres	Project Coordinator	IVROP-ACE
Michael Jack	Indian Child Welfare Specialist	Quechan Social Services

County Self-Assessment Stakeholders

Imperial County Office of Education
Family Resource Centers
Foster Parents/Relative Caregivers
ICDSS-CalWORKS
Quechan Social Services
County Attorneys
County Counsel
Court Clerks
Public Health Department
Court Appointed Special Advocates
Imperial Valley Regional Occupational Program (IVROP-ACE)
Foster Parent Association
Sure Helpline
Imperial County Behavioral Health (Alcohol & Drug Program)
Clinicas de Salud del Pueblo
San Diego Regional Center
San Diego State University (Imperial Valley Campus)
American Cancer Society
Children and Family Services
Public Health Department
Foster Youth
Biological Parents
ICDSS-Eligibility
County Judges
County Adoptions
Court Administrator
Probation Department
Child Abuse Prevention Council
Center for Family Solutions
Imperial County Office of Education (Alternative Education)
Child Welfare Training Academy
Victim Witness
Imperial County Behavioral Health (Mental Health)
March of Dimes
Charlie Homes
Betty Jo McNeece Receiving Home (BJMRH)
Employment Development Department

DEMOGRAPHIC PROFILE

Demographics of the General Population

Population	Imperial County	California
Population, 2010	174,528	37,253,956
Population, 2000	142,361	33,871,648
Population change, 07/01/2000 to 07/01/2010	22.6%	10.0%
Ethnicities		
African American/Black, 2010	3.3%	6.2%
Asian American, 2010	1.6%	13.0%
Caucasian, 2010	58.8%	57.6%
Hispanic/Latino, 2010	80.4%	37.6%
Native American/Alaska Native, 2010	1.8%	1.0%
Pacific Islander, 2010	.01%	.04%
Persons reporting two or more ethnicities, 2010	4.4%	4.9%
Language other than English spoken at home	70.8%	42.2%
Employment, Income and Poverty		
Per capita family income, 2005-2009	$16,017	$29,020
Median household income, 2009	$37,846	$58,925
Families living below poverty level, 2009	22.8%	14.2%
Families receiving public assistance (CalWORKS)	10.32%	10.0%
Unemployment rate, August 2011	32.4%	11.9%
Families with no health insurance, 2005	27.7%	21.0%
Children receiving subsidized school lunches, 2009-2010	73%	56%
Children on child care waiting lists, 2010	955	131,885
Rate of drug and alcohol abuse, 2008	790.33 per 100,000	591.63 per 100,000
Health		
Children born to teen parents, 2011	55.5 per 1,000	35.2 per 1,000
Children receiving age-appropriate immunizations, 2007	97%	92.1%
Babies born with low birth weight	6.1%	7.0%
Education		
Children attending school, 2010-2011	36,435	6,217,113
Children attending special education classes, 2010-2011	3,189	678,929
Children leaving school prior to graduation, 2009-2010	14.3%	22%
Active Tribes		
Active tribes in the county	Quechan Tribe	

Source: California Department of Education Data Quest, http://data1.cde.ca.gov/dataquest

Imperial County extends over 4,597 square miles, bordering Mexico to the south, Riverside County to the north, San Diego County to the west and the State of Arizona to the east. The climate is hot and dry, ranging from lows in the mid 30's in January to highs of 110+ in July and August with little moisture. Two unique geographic features found in Imperial County are the Salton Sea, at 235 feet below sea level, and the Imperial Sand Dunes, one of the largest dune fields in America.

Imperial County Department of Social Services and the Probation Department provide services to families in the 17 cities throughout the county. The estimated population for 2010 is 174,528, which is a 22.6% increase since 2000. Hispanics represent the majority (80.4%) of the population in Imperial County and over 70% of people speak a language other than English in the home. The Quechan tribe is the only federally recognized tribe in Imperial County.

Imperial County's median and per capita incomes are extremely low and typically the lowest in the State. In 2010, the unemployment rate in Imperial County was 32.4% compared to California's 11.9%. The percentage of people receiving public assistance is just slightly higher at 10.32% than the state average of 10%. Even with all these factors, the 49 per 1,000 referrals that Imperial County's Child Welfare Services receives is proportionate to the state average of 48 per 1,000.

Imperial County's rate of drug and alcohol abuse is 33% higher than that of the State. Methamphetamine use, as well as marijuana and heroin, continue to be a widespread problem in Imperial County, affecting all socioeconomic classes. In addition, families continue to struggle in general due to the current economic downturn. Child Welfare Services, the Probation Department and our community service providers also struggle with the challenges these issues present to families and service delivery.

CWS Participation Rates

Imperial County
Child Welfare Services Participation Rates

	Timeframe	Imperial County		Statewide	
Number children <18 in population	2010	48,383		9,989,397	
Number of children with referrals	2010	2,371	49.0 per 1,000	479,636	48.0 per 1,000
Number of children with substantiated referrals	2010	471	9.7 per 1,000	88,743	8.9 per 1,000
Number of Foster Care first entries	2010	172	3.6 per 1,000	30,646	3.1 per 1,000
Number of children in Foster Care	07/01/2010	239	4.9 per 1,000	55,036	5.5 per 1,000

Source: CDSS, prepared by the Imperial County Department of Children and Family Services

Imperial County
Reason for Initial Placement of Children in Foster Care
October 1, 2010 – September 30, 2011

Type of Allegation	Number	Percentage
General Neglect	86	86%
Caretaker Absence/Incapacity	6	6%
Physical Abuse	3	3%
Sexual Abuse	5	5%
Emotional Abuse	0	0%
Severe Neglect	0	0%
Other	0	0%
Total	100	100%

Source: CWS/CMS October 2011

During the period of October 1, 2010 to September 30, 2011, there were a total of 100 children removed from their homes and placed into foster care. In approximately 86% of these cases the children were removed from their homes due to General Neglect. Approximately 31% of those General Neglect cases were drug related and 17% included methamphetamine use.

During the period of January 1, 2010 to December 31, 2010, there were a total of 1250 delinquency referrals to the Probation Department from law enforcement agencies. Of those, 200 resulted in the filing of WIC 602 petitions with the juvenile court. As of September 30, 2011, there were a total of 335 wards being supervised by the Probation Department. A total of 59 wards were placed in out-of-home care, while 276 remained in their homes. All 59 wards that were placed in out-of-home care were placed in group homes. Of those 59 wards in placement, 14 are currently Absent With Out Leave (AWOL). At this time, Probation does not have any cases under non-ward probation supervision.

PUBLIC AGENCY CHARACTERISTICS

Size and Structure of Agencies

County-Operated Shelter(s)

Imperial County has one County-operated shelter which is utilized for Child Welfare Services. The Betty Jo McNeece Receiving Home (BJMRH) is a temporary, 30-day or less, placement resource for the children of Imperial County who have been reported as abused, abandoned and/or neglected. In addition, BJMRH provides a temporary holding facility for children who have experienced behavior-caused disruptions in their foster or group home placements. Imperial County Behavioral Health Department, under the supervision of the Community Care Licensing Division operates BJMRH through

funding provided by the Department of Children and Family Services; however the case management or decision making for the children is the responsibility of Children and Family Services.

The mission of the facility is to meet the health, safety and educational needs of the children temporarily placed there. BJMRH serves both male and female children, aged from birth through seventeen years. Imperial County Health Department has a Public Health Nurse co-located at the facility who does health exams when the children are admitted and also monitors prescription medication for the children. All mental health screenings and assessments are initiated at BJMRH by Behavioral Health staff. Imperial County Office of Education provides academic services to the children at BJMRH and operates the Betty Young School located within the facility. Weekly meetings are held at BJMRH where a Multi-Agency Interdisciplinary Review Team reviews the children's behavior and placement needs.

In recent years, there has been a decline in the number of admissions to BJMRH which can be attributed to the change in practice of social workers in Imperial County. As was discovered during the recent Peer Quality Case Review, social workers have a mindset not to place children in BJMRH, rather to place children in a family-like setting at the time of the initial removal. Due to the reduction in numbers, the County has been exploring other possible uses for the facility in the future.

County Licensing

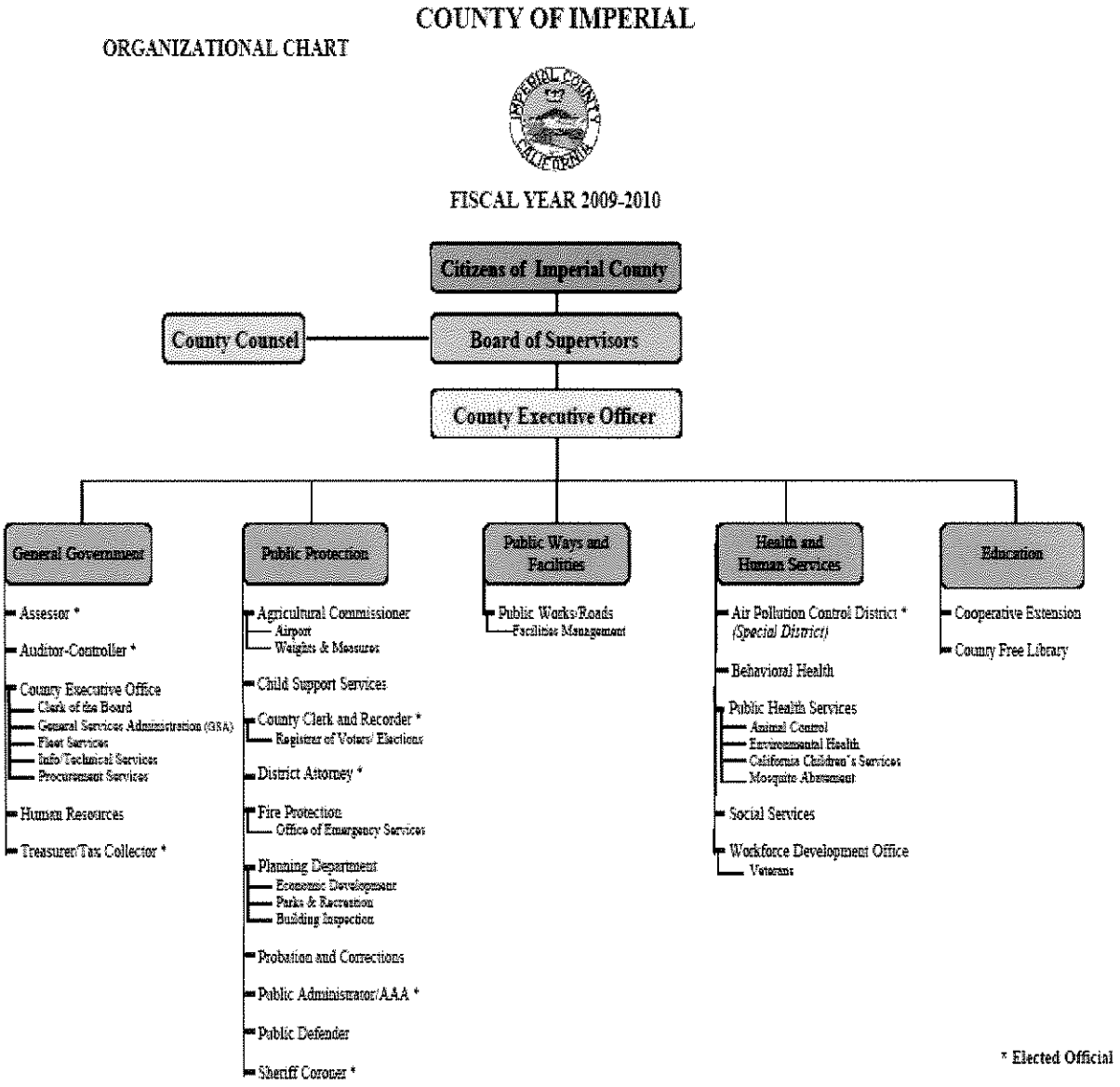
Imperial County Children and Family Services is responsible for the licensing and approval of foster family and relative homes. The Licensing Unit, with 4 Social Worker III's, 2 Social Worker Assistants and one Social Worker Supervisor, is responsible for ensuring that all regulations are met prior to the issuance of a license. These regulations include, but are not limited to, criminal records checks, inspection of the grounds for space and safety issues, and completion of CPR and first aid training by potential foster parents and relative caregivers.

Social workers in the Licensing Unit complete renewals on all resource families as required by state law. The Department also has a process to investigate all complaints on foster and relative families. Corrective action may be implemented or the case may be referred to the State for revocation, depending on the outcome of the investigation. The Department is also responsible for recruiting, training and retaining foster family homes, which has been a major focus for Imperial County in recent years due to the continued lack of placement resources. In addition to recruiting for foster family homes, the Licensing Unit is responsible for recruitment of adoptive homes as well.

County Adoptions

Imperial County Children and Family Services is a licensed adoption agency and is audited yearly to ensure compliance with adoption program regulations. The Department has 2 Social Workers and one Social Worker Supervisor designated to provide adoption services for parents wanting to relinquish a child and/or assisting families desiring to adopt a child. Social workers complete the assessments of children and families, Adoptive Home Studies, adoptive placement packages, make family matches, and place the children in the adoptive homes. Social workers also supervise adoptive placement homes, finalize adoptions, assist with the Adoption Assistance Program, and provide pre and post adoptive services such as family counseling regarding unresolved issues that can disrupt or end a successful adoption.

County Government Structure



Children and Family Services, under the umbrella of the Department of Social Services, and the Probation Department, are the two agencies primarily responsible for providing services to children and families within Imperial County. The Probation Department provides a wide array of services to both the juvenile and adult population of law offenders. Children and Family Services provide services that ensure safety and stability for children experiencing or at risk of abuse and neglect and, when possible, keep them in their own homes. The Department of Social Services provides aid to child welfare and probation children who are placed in Foster Care and also administers the CalWORKS, MediCal, Food Stamps, General Assistance, In Home Supportive Services (IHSS) and Adult Protective Services programs.

Staffing Characteristics/Issues

As of October 2011, the Department of Children and Family Services has 81 filled positions. The breakdown of those positions is as follows:

- 43 Full-time Social Workers (12 non-case carrying, 31 case carrying)
- 8 Social Worker Supervisors
- 4 Staff Services Analysts (non-case carrying staff)
- 9 Social Worker Assistants (non-case carrying staff)
- 1 Program Manager
- 1 Deputy Director
- 12 Administrative and Support staff
- 1 System Support Analyst
- 1 Public Health Nurse
- 1 Child Health and Disability Prevention (CHDP) Program Nurse

Children and Family Services currently has 22 staff designated as bilingual Spanish-speaking, 1 Social Worker Supervisor, 15 Social Workers, 4 Social Worker Assistants, and 2 Administrative staff. However, 59% of the Department's staff is bilingual Spanish-speaking. The Department currently has 1 full-time Program Manager vacancy and 2 Administrative staff vacancies. To date, the Department has not had to resort to enforcing staff furloughs nor have any positions been cut due to budget issues. While overall retention rates have improved in the past few years, several upper management staff throughout Social Services have retired or been promoted, which has resulted in the Department only having one Program Manager. Due to ongoing County-wide budget issues, the Department of Social Services must petition the County Executive Officer to fill a vacancy, explaining what position needs to be filled and why. The Department must also provide information on what duties the position performs and how the position is funded. The County Executive Officer then determines whether or not the position can be filled.

Social Workers are assigned to Intake, Family Resource Centers (FRC), Emergency Response, Drug Endangered Children (DEC) program, Voluntary Family Maintenance, Court Intervention, Family Maintenance, Family Reunification, Permanent Placement, Independent Living Program (ILP), Adoptions, Licensing, Multi-dimensional Treatment Foster Care (MTFC), Wraparound, Family Group Conferencing (FGC), and Finding Families. Imperial County contracts with Imperial Valley Regional Occupational Program, Accessing Careers through Education (IVROP-ACE) to provide ILP services to foster and probation youth.

The Department allocates $60,000 to Public Health for a Public Health Nurse to work with children in the child welfare system. The Department of Social Services contracts with the Child Abuse Prevention Council (CAPC) for prevention and early intervention services, as well as evidence-based parenting classes. In an effort to reduce re-entry into Foster Care, the Department recently began a contract with Rite Track to provide mentoring/aftercare services to families who have recently reunified and been dismissed by juvenile court.

The average caseload size per worker per month in each program is as follows:

- Emergency Response (ER) - 22
- Voluntary Family Maintenance - 16
- Family Maintenance (FM) - 19
- Family Reunification (FR) - 19
- Permanent Placement (PP) - 19
- Adoptions - 5
- Independent Living Program (ILP) - 12

As of December 2010, the Probation Department has 47 filled positions. The breakdown of those positions is as follows:

Juvenile Division

- 16 Probation Officers (Field Officers-8, Placement-3, and Investigators-5)
- 1 Deputy Probation Officer III (Supervisor)
- 1 Probation Division Manager
- 1 Interim Chief Probation Officer
- 1 Chief Deputy Probation Officer
- 2 Probation Assistants

Adult Division

- 21 Probation Officers (8 Investigators and 13 Field Officers)
- 2 Deputy Probation Officers III (Supervisors)
- 2 Probation Assistants

The Department currently has 1 full-time Division Manager vacancy, 1 full-time Deputy Probation Officer III vacancy, 1 full-time Probation Assistant vacancy and 1 full-time Chief Deputy Probation Officer vacancy. As with Child Welfare Services, Probation must petition the County Executive Officer whenever it seeks to fill a vacancy. Probation has hired four Probation Officers in the last year. Probation Officers in the Juvenile Division are assigned to Intake/Investigations, Supervision and Placement.

In 2010, the Probation Department began utilizing the Positive Achievement for Change Tool (PACT) as an assessment tool. Per the guidelines for PACT, caseloads were divided up into three different categories, Low Risk, Moderate Risk, and Moderate High to High Risk. The average caseload size per worker per month in each program is as follows:

- Investigations – 50
- Placement – 22
- Supervision (Low Risk) – 80
- Supervision (Moderate Risk) – 40
- Supervision (Moderate High/High Risk) – 25

Bargaining Unit Issues

The staff of Children and Family Services is represented by the International Brotherhood of Teamsters, Local 542. At this time, the contract between Imperial County and Teamsters is up for renewal and therefore any future changes that may affect staff are not

yet known. Probation staff is represented by the Probation and Corrections Peace Officers Association (PCPOA) and there are currently no issues that negatively affect the provision of services.

Financial/Material Resources

In addition to the Child Welfare Services allocation, Children and Family Services receives CWS and CWSOIP Planning augmentations, which are utilized for services. Children and Family Services and the Probation Department also receive a Child Welfare Services Outcome Improvement Project (CWSOIP) grant allocation, which is utilized to assist the County in meeting the goals identified in our System Improvement Plan (SIP). During Fiscal Year 10/11, Children and Family Services received a total of $76,069 in CWSOIP funds while Probation received a total of $10,000.

During Fiscal Year 2010/2011, the Office of Child Abuse Prevention allocations for community-based prevention services include $190,208 for Promoting Safe and Stable Families (PSSF), $75,000 for Child Abuse Prevention, Intervention and Treatment (CAPIT), and $16,337 for Community Based Child Abuse Prevention (CBCAP). The County also receives $38,000 from the California Children's Trust Fund (CCTF). The Department of Social Services is responsible for allocating PSSF, CAPIT, CBCAP and CCTF funds and serves as the liaison for these programs as well. Prior to 2008, these funds were overseen by the Probation Department.

In Imperial County, the PSSF funds have been used primarily to provide family support and preservation services via social workers that work out of family resource centers in all parts of the county. A portion of these funds are also utilized to assist County Adoption social workers in providing Adoption promotion and support services to children and families. In addition, Court Intervention social workers provide families with time-limited reunification services through the assistance of these funds. In addition to information and referral, all PSSF funded programs also provide direct services such as home visitation, participation in the Student Attendance Review Board (SARB) process, transportation and client assessment of strengths and needs for both preventative services, adoption assistance and family reunification services.

Locally, the CAPIT and CBCAP allocations flow directly to the Child Abuse Prevention Council (CAPC) in support of permanent staffing and programming compatible with the intent of the funds. Specifically, CAPC uses CBCAP funds to provide a basic parenting course called Systematic Training for Effective Parenting (STEP), which is an evidence-based curriculum designed for any member of the community. CAPC also provides a 14-16-week Advanced STEP parenting course utilizing CAPIT funding, which is designed for families who are court-ordered to complete a parenting course in order to assist them in reunifying with their children. The CBCAP and CAPIT funds are utilized by CAPC to provide the Teen Esteem program which is a 12-week program designed for youth ages 13 and over.

The California Children's Trust Fund is distributed evenly between CAPC and the SURE Helpline, which is a crisis intervention hotline in the community. The Children's Trust Fund is utilized by CAPC to provide public awareness activities such as the annual CAPC Children's Fair. Both CBCAP and CCTF funds also support additional public awareness and public education efforts such as declaring Child Abuse Prevention Month via a public proclamation by the County Board of Supervisors. The Children's Trust Fund also supports SURE Helpline in the creation of a Children Services Resource Manual.

The OCAP and CCTF allocations are put out to Request for Proposal (RFP) and then distributed to the agencies chosen to provide the services. The Department of Social Services is tasked with monitoring and evaluating the effectiveness of the services being provided. Through the CSA process, it has become apparent that there are gaps in the Department's oversight of the OCAP funding recipients, especially in the area of evaluation of program effectiveness and client satisfaction. The Department will be identifying improvement strategies during the SIP process to address these issues.

The Probation Department is primarily funded through the County General Fund and due to the severe budget deficits that the State has faced in the past few years this fund has been significantly affected. Due to the loss of funding from the Community Schools and the Average Daily Attendance Grant, the Probation Department has had to reduce 7 full-time Probation Officer positions, a 56% reduction. The positions that were lost provided prevention and truancy intervention services for non-wards at several schools throughout the community. In addition to the County General Funds, the Probation Department receives funds from the Youthful Offender Block Grant (YOBG) and the Juvenile Justice Crime Prevention Act (JJCPA), which are utilized for staffing and contracts for services through the Evening Learning Center and Behavioral Health Services.

Political Jurisdictions

Imperial County has a Native American reservation located in Winterhaven near the border of Arizona. The reservation is very cooperative with Children and Family Services staff, who attend Child Protection Team (CPT) meetings to discuss ICWA cases. Social workers have a single Tribal representative to contact who has been responsive and continues to work with staff to resolve issues and facilitate the fair and culturally sensitive delivery of services. In an effort to identify any unmet needs in the tribal community, an individual survey was conducted as part of the CSA process.

Participants in the Tribal Survey are concerned with the lack of available services in the Winterhaven area. The consensus is that services are focused in the El Centro area and the community of Winterhaven is often times forgotten by the county due to its geographical location. Participants also feel that there should be a permanent social worker, investigator and transporter in the Winterhaven area to ensure timely response to child abuse and delinquency issues.

In addition to issues surrounding services, participants feel there is a need for more Indian foster parents to provide culturally sensitive placement of ICWA children. In relation to Adoptions, participants feel that Customary Adoptions should be implemented. There is a large concern about the need for follow up and a continuum of care by Children and Family Services.

Child Welfare Services enjoys a good working relationship with the local schools as well as the Imperial County Office of Education (ICOE). Social workers collaborate with the schools and the school foster care liaison to determine appropriate school placement for foster youth in order to comply with AB490, which ensures educational rights and stability for foster youth. Additionally, the Department provides mandated reporter training to school personnel.

The schools were very responsive during the recent CSA surveys. A recurrent concern for the schools and other community partners is the lack of respect and empathy to parents needs by both Children and Family Services and the Probation Department. Some of the major needs identified were initial and continuing counseling for families and follow-up or aftercare services for families who have reunified.

Child Welfare Services and the Probation Department both partner with local law enforcement agencies. Seven cities interface with the Departments through their individual police departments and other rural cities including Niland, Bombay Beach, Winterhaven, Palo Verde, Ocotillo, Salton City and Desert Shores are coordinated through the Sheriff's Department. The good working relationship is due in part to the partnership with the District Attorney's Office and the Child Abuse Response Team (CART) efforts. In addition, through the Drug Endangered Children (DEC) program, Children and Family Services has a social worker stationed at the Law Enforcement Coordination Center (LECC). This social worker works with the Narcotics Task Force (NTF), Street Interdiction Team (SIT), Drug Enforcement Agency (DEA) and Immigration and Customs Enforcement (ICE) to investigate children endangered by their parent's involvement in drug use and sales in the home. Juvenile Probation coordinates with law enforcement on probation cases and collaborates to process law enforcement delinquency referrals.

Imperial County is a rural community of towns varying in sizes. Though each town is unique, no serious issues have arisen that affect Child Welfare Services or Probation. The most remote areas of the County do express a desire for more services in their areas, which has been difficult to accommodate due to the travel time required and the staffing needed relative to the caseload sizes in these areas. However, Children and Family Services has established an Emergency Response unit in the Northern region of the County and has a social worker stationed at the different Family Resource Centers in the region as well.

PEER QUALITY CASE REVIEW (PQCR) SUMMARY

Child Welfare Services and the Probation Department held a joint Peer Quality Case Review (PQCR) in April 2011. Child Welfare and Probation chose different focus areas for the PQCR. Child Welfare Services decided to focus on Placement Stability for children in care 12 months or less and children in care over 24 months, while Probation selected Youth Transitioning from Placement to Aftercare Services as its area of focus. While the PQCR provided positive feedback on the strengths and dedication of Child Welfare and Probation staff, it also provided valuable information on areas needing improvement in order to achieve both placement stability and successful transitions from placement to aftercare services.

After reviewing all of the information gathered during the course of the PQCR, Child Welfare Services has identified three issues that were frequently repeated:

- Reassignment of ongoing cases is a common practice, which does not allow for the newly assigned social worker to be knowledgeable about the child.
- Limited placement options in the county and inadequate licensing of homes.
- Caregivers have unrealistic expectations of a "perfect" child.

Some recommendations for Child Welfare Services were:

- Create a placement unit to provide matching of the child to the proper placement to avoid placement failures.
- Develop appropriate and diverse local caregivers through a better screening and selection process.
- Provide more frequent and better quality training to caregivers, especially on how to deal with behavioral issues and trauma.

For Probation there were three recurring themes:

- Lack of familial involvement and effort on Probation Officer's part to engage parents.
- Minor leaves placement and returns to same environment, which is hard for them to adjust to.
- Lack of personnel, both support staff and administrative.

Some recommendations for Probation were:

- Probation officers to make more of an effort to communicate and engage parents.
- Create an aftercare position to better assist youth returning home from placement.
- Create and/or fill the needed staff positions to ensure that Probation is equipped to complete the existing duties.

This information, together with the feedback received through the County Self-Assessment (CSA), will be further discussed and addressed in the System Improvement Plan (SIP), as Child Welfare Services and Probation develop their plan to improve upon practices and services to better serve the youth and families of Imperial County.

OUTCOMES

The following measures serve as the basis for Imperial County's Self-Assessment and are used to track the County's performance over time. The data was extracted from the Child Welfare Services/Case Management System (CWS/CMS). Children and Family Services and the Probation Department, who in August began utilizing CWS/CMS, are responsible for inputting data into CWS/CMS as part of the caseload management process for children and families who receive child welfare services.

Federal standards remain constant while the State performance, which is based on statewide data, changes quarterly. The most accurate comparisons can be made by looking at a County's past and present performance. Imperial County is continuously analyzing data, seeking a better understanding of how accurately it reflects practice, as well as modifying practices as needed. The goal of the Departments is to meet or exceed both the State performance and Federal standards.

Outcome 1: Children are, first and foremost, protected from abuse and neglect

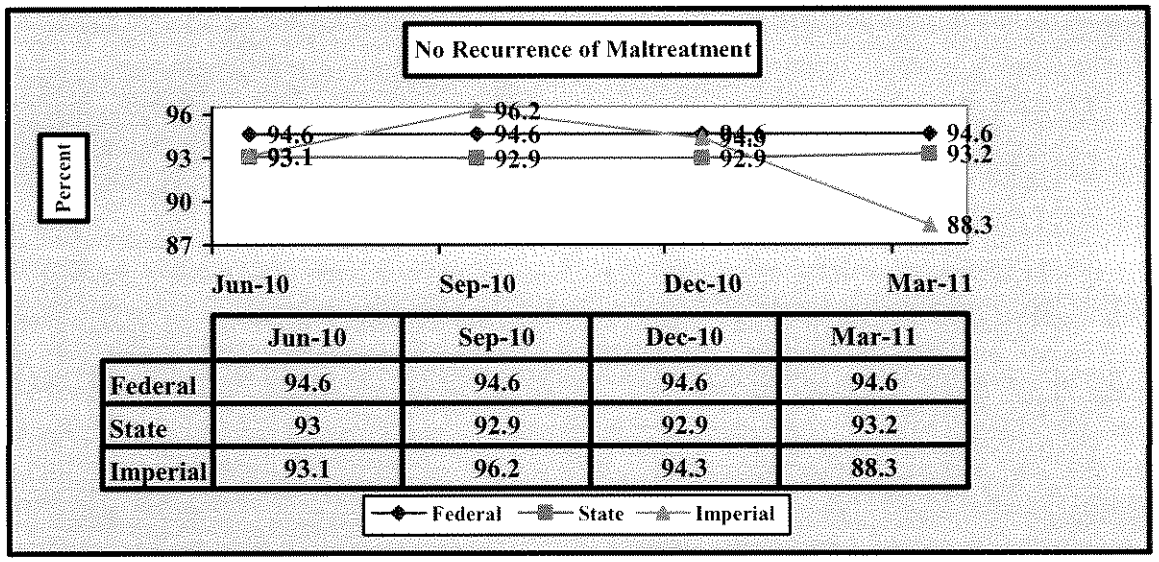
Children and Family Services uses a modified version of the Differential Response (DR) system, which allows for a greater variety of responses and services when responding to a child abuse/neglect referral. Imperial County utilizes the Structured Decision Making (SDM) assessment tools to assist with identifying the appropriate response for each referral. The hotline screeners can assign the referral one of three assignment types:

1. An Immediate Referral, which means that there is an immediate risk to the children and a Social Worker must respond within 24 hours from the time the call was received.
2. A 10-Day Referral, which means that there is a possible risk to the children but it is not immediate and a Social Worker must respond within 10 days from the time the call was received.
3. An Evaluated Out Referral, which means that there is no child abuse or neglect being reported or that the alleged perpetrator does not live in the home with the children and is therefore a law enforcement issue. In cases of out of home perpetrators, the referral will be cross-reported to law enforcement.

The hotline screeners also have the discretion to assign a 10-day referral to a Differential Response (DR) Social Worker if the allegations in the referral are very minimal, but enough to meet the child abuse/neglect criteria. These types of DR referrals can also be Evaluated Out to a Social Worker at one of our six Family Resource Centers, located on school campuses throughout the community.

S1.1 No Recurrence of Maltreatment

This measure reflects the percentage of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within specific time periods. It is both a state and federal outcome measure.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	94.6	94.6	94.6	94.6
State	93	92.9	92.9	93.2
Imperial	93.1	96.2	94.3	88.3

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

As of March 2011, Child Welfare Services' rate of no recurrence of maltreatment has decreased from 96.2% in September 2010 to 88.3%, below the federal goal of 94.6%. Child Welfare Services continues to focus on prevention and early intervention efforts with community partners in an effort to reduce the recurrence of maltreatment.

The following patterns were identified in the characteristics and circumstances of the children who experience repeat maltreatment:

- Children ages 0-5 represented about 61% of the children with a recurrence
- Hispanic children represented about 76% of the children with a recurrence
- The majority of the recurrence was for general neglect
- Of all the children with substantiated referrals, 61% were female and 49% were male

The Department is working closely with the CalWORKS Linkages program to ensure that parents who are involved in both family reunification and family maintenance cases are receiving the services they need, without duplicating services between agencies. This additional support is in place to engage the parents in the process with the results being timely reunification and reduced recurrence of maltreatment.

The Department also currently has three social workers stationed full-time at the Family Resource Centers throughout the community to provide early intervention services such as referrals for parenting, counseling, substance abuse treatment, and domestic violence/anger management services, to help reduce the rate of recurrence of maltreatment in Imperial County. These social workers are partially funded through PSSF

funds (about 18% or 30 hours a month). The remainder of their salaries is paid for with the Child Welfare Services basic allocation. In addition, the advanced STEP parenting courses that CAPC provides with CAPIT funds, prepares parents for the reality of having their children return home and how to deal with all the stressors that come with that.

Imperial County implemented the use of Structured Decision Making (SDM) assessment tools in August 2010 after the State required that counties become more uniform and stopped funding for the Comprehensive Assessment Tools (CAT). Social workers at every stage of a referral and case utilize SDM to determine the risk and safety level of the children. The tools are very structured and require the social worker to really think about both the strengths and the needs of their families prior to sending children home. This is essential in order to prevent children being returned home before the family is ready; thereby preventing recurrence of maltreatment. The transition from CAT to SDM was pretty smooth for staff; they feel that SDM really guides them through their decision making process, whereas with CAT they felt like they were just doing data entry.

There are seven SDM assessment tools:

- Hotline Tool (Screening & Response Priority) – used at the screening level to determine what type of abuse or neglect and the response time for each referral.
- Safety Assessment – used by the Emergency Response (ER) social workers to assist in determining whether it is safe for the child to remain in the home.
- Risk Assessment – used by ER social workers to determine what level of risk the family has and whether there is a need to open a case on the family.
- Family Strengths and Needs Assessment – used by social workers to determine what strengths and needs the family has in order to develop the case plan for the family.
- Family Risk Reassessment for In-Home Cases – used by social workers when all the children are currently in the home, to determine the family's level of risk prior to closing the case.
- Reunification Reassessment – used by social workers to determine what level of risk the family has after they have received reunification services and social worker is considering returning the child home.
- Reunification Safety Assessment – used by social workers to assist in determining whether it is safe for the child to return home after the family has received reunification services.

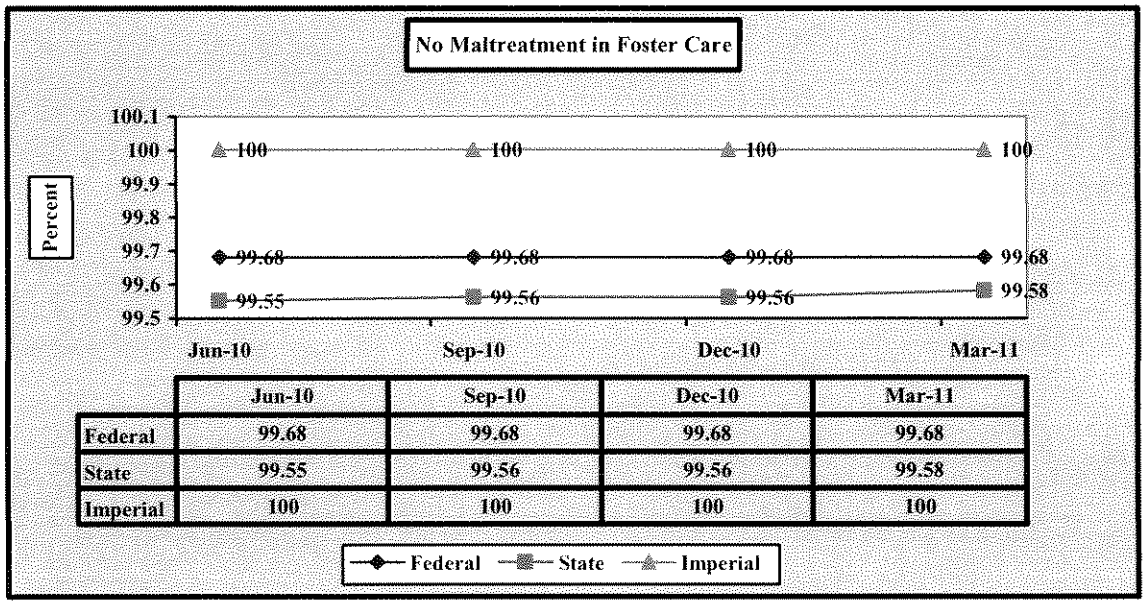
Substance abuse continues to be a major issue in Imperial County and a large cause of referrals, both initial and subsequent. Although a parent may attend and successfully complete treatment, there is always the possibility of relapse and in those cases a subsequent referral is created on the family. During the CSA process, participants in the CSA surveys indicated that Imperial County has limited resources and the services available are ineffective. The responses to the surveys were sometimes general and left a lot of questions unanswered. The Department is aware that there is a need for more substance abuse treatment and counseling services and we will be exploring other potential service gaps during the SIP process. The Department plans to hone in on the identified unmet needs and how to address them through conducting focus groups, which will provide the opportunity to ask more questions to better pinpoint the exact needs of the community.

Probation does not receive or substantiate referrals on abuse. The safety of youth allowed to remain in their homes falls under the breadth of observations made by Probation Officers and a child abuse check is completed on every minor placed. Probation officers are trained to respond to situations where minors may be at risk for abuse and ensure that the appropriate services are offered as needed to assist the minors to remain at home.

S2.1 No Maltreatment in Foster Care

This measure reflects the percent of children in foster care who are abused or neglected while in placement.

As of March 2011, Child Welfare Services' rate of child abuse and/or neglect in foster care was 0%. Imperial County is doing very well on this outcome measure and has been consistently above the State performance as well as the Federal standard.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	99.68	99.68	99.68	99.68
State	99.55	99.56	99.56	99.58
Imperial	100	100	100	100

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

The following services and resources are available to foster parents and relative caregivers in Imperial County:

- Evidence-based STEP parenting classes offered through CAPC and funded by CAPIT.
- Programs and support services offered through the Family Resource Centers located in communities throughout Imperial County.
- Opportunity to have friends and relatives complete Live Scan in order to be able to provide respite to the foster parents and relative caregivers.
- Weekly trainings offered by Imperial Valley College (IVC) where they can meet other care providers and use part of the time as a support group.

Children and Family Services has reporting and tracking procedures for the occurrence of abuse and neglect in relative, non-related extended family member and county-licensed foster homes. Prior to the placement of a child, Licensing staff conduct screenings and licensing of foster parents and other individuals living in the foster home. Most reporting and tracking is handled by the Licensing Unit; however, both an Emergency Response worker and a Licensing worker will respond jointly to any child abuse or neglect allegations against the caregiver. Any allegations of child abuse or neglect made against a

Foster Family Agency or Group Home are immediately cross-reported to Community Care Licensing, the state regulatory division that has jurisdiction to investigate.

Through the course of both the PQCR and the CSA process, survey participants expressed the need for more investigation of foster parents prior to placement. The majority of participants also feel there is a need for specialized training for foster parents and relatives on how to handle children with behavioral and drug issues.

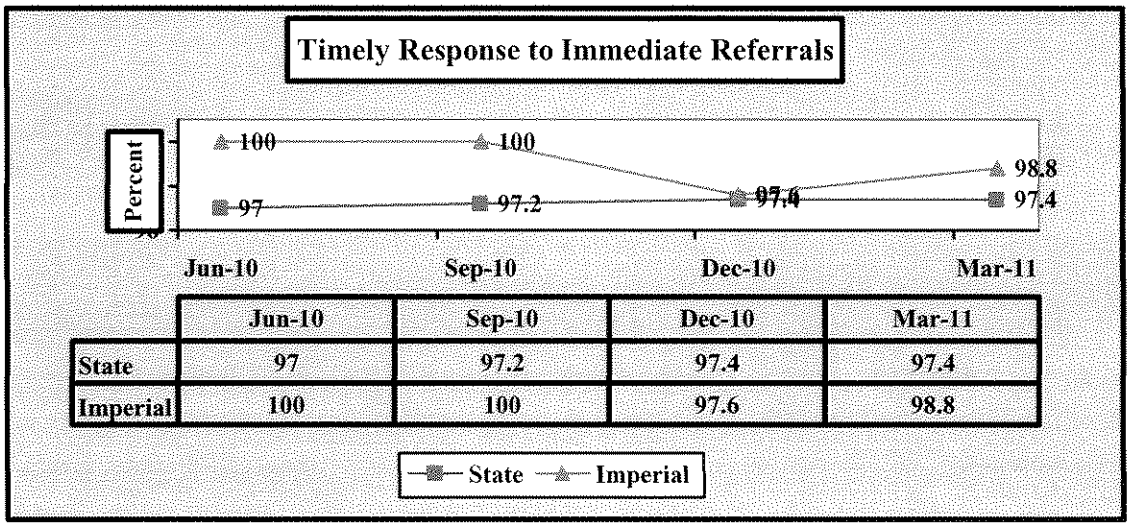
There were no known instances of abuse or neglect against a minor placed in a foster care program by Probation. Group homes used by Probation are licensed by the State or other states where applicable. In those few cases where a minor on probation is placed with a relative, that relative and any other adult living in the home is screened for appropriateness. Probation officers contact each minor in placement, regardless of placement type, at least once a month. Safety concerns are addressed during each visit and followed up on immediately. These concerns and follow up actions are documented in Probation's data monitoring system, One Solution. In August 2011, Probation began using CWS/CMS for data entry and documentation as well.

Outcome 2: Children are maintained safely in their homes whenever possible and appropriate

2B Timely Response for Immediate Referrals and Timely Response for 10-day Referrals

Timely Response measures the percent of cases in which face to face contact with a child occurs, or is attempted, within the regulatory time frames required when the abuse or neglect allegations indicate significant danger to the child.

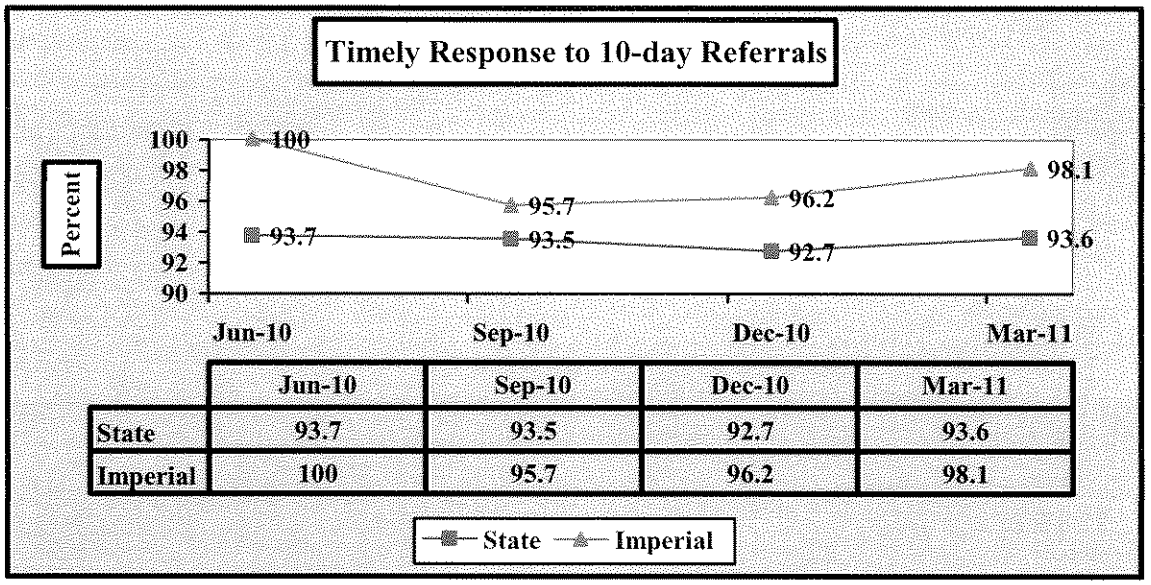
As of March 2011, Child Welfare Services' rate of timely response for immediate referrals is 98.8%.



	Jun-10	Sep-10	Dec-10	Mar-11
State	97	97.2	97.4	97.4
Imperial	100	100	97.6	98.8

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

As of March 2011, Child Welfare Services' rate of timely response for 10-day referrals is 98.1%.



	Jun-10	Sep-10	Dec-10	Mar-11
State	93.7	93.5	92.7	93.6
Imperial	100	95.7	96.2	98.1

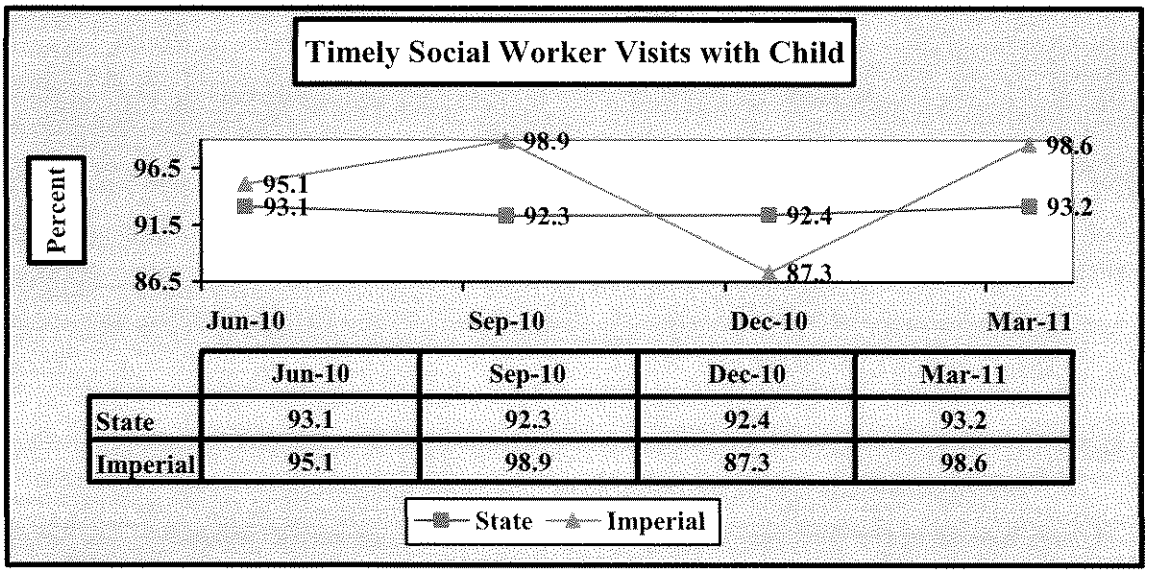
Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

Child Welfare Services implemented strategies through the prior System Improvement Plan, which have resulted in greatly improved performance on this outcome measure over the past three years. Child Welfare Services continues to increase collaboration with our partner agencies, such as Mandated Reporters, Probation and Law Enforcement. In addition, the Department continuously re-evaluates processes and develops strategies in an effort to support Emergency Response social workers in meeting all responses timely.

2C Timely Social Worker Visits with Child

Timely Social Worker Visits with Child determines if social workers are seeing children who have an approved case plan on a monthly basis, when required. When monthly visits are not required, for such reasons as "Out of State," it is not included in this measure.

As of March 2011, Child Welfare Services' rate for timely Social Worker visits was 98.6%.



	Jun-10	Sep-10	Dec-10	Mar-11
State	93.1	92.3	92.4	93.2
Imperial	95.1	98.9	87.3	98.6

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

The main factor attributed to the on-going success of Timely Social Worker Visits is the monthly monitoring conducted through the use of SafeMeasures. The Department

obtained SafeMeasures in March 2009 in an effort to assist in tracking our compliance in this outcome measure, as well as other areas of improvement. Since that time, the Department has seen a steady climb in the percentage of timely social worker visits, from a low of 90.6% in December 2007 to the current high of 98.6% compliance.

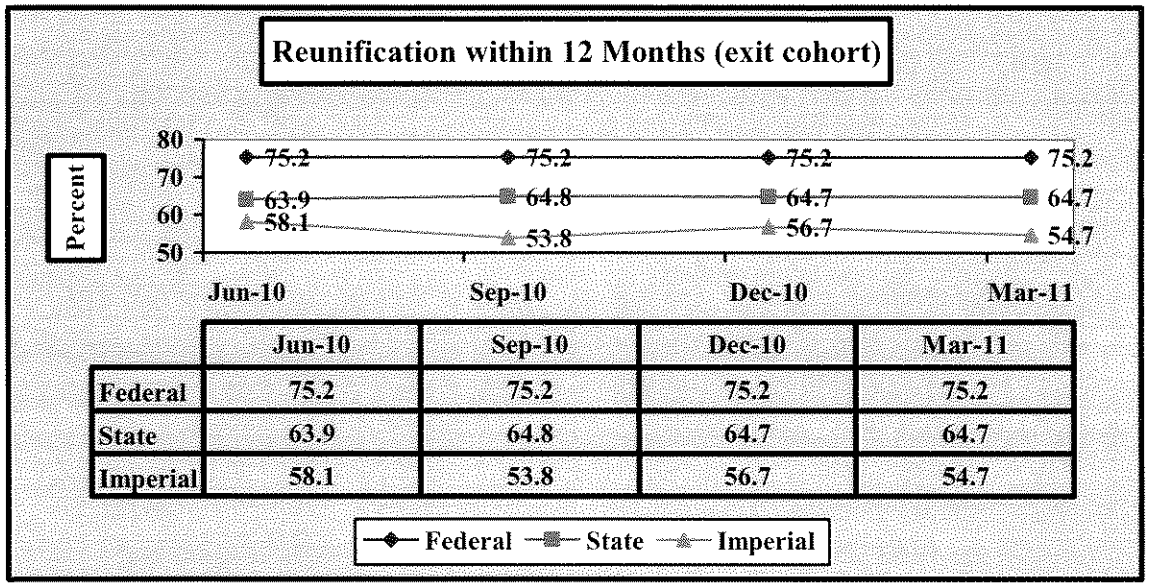
As Probation does not receive or investigate abuse/neglect referrals, Timely Response is not applicable. Probation officers are mandated to report incidences of child abuse and/or neglect to Child Welfare Services. Probation has consistently met mandated requirements to visit children placed in foster care and track those monthly face to face visits through One Solution, their current case management system. Probation has also recently begun entering contacts into CWS/CMS; therefore more data for this measure will be available in the future.

Outcome 3: Children have permanency and stability in their living situations without increasing re-entry to foster care

C1.1 Reunification within 12 months – exit cohort

This measure indicates the percentage of children reunified within 12 months of removal.

As of March 2011, of all the children leaving foster care to reunification after having been in foster care for 8 days or longer, 54.7% were reunified in less than 12 months from the date of the latest removal from home. Child Welfare Services' rate of reunification within 12 months of removal has steadily been declining from a high of 87.6% in December 2007 to the current rate which is well below the federal standard of 75.2%. In an effort to reduce the rate of recurrence of maltreatment and re-entry into foster care, the courts have been extending services to parents beyond the 12 month mark to ensure that they are receiving all necessary assistance to aid them in having a successful reunification. Though that has had a positive affect on our re-entry rates, it has also negatively affected our rate of reunification within 12 months.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	75.2	75.2	75.2	75.2
State	63.9	64.8	64.7	64.7
Imperial	58.1	53.8	56.7	54.7

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

The following patterns were identified in the characteristics and circumstances of the 41 children who were reunified within 12 months:

- 92.7% (38) of the children were removed for general neglect.
- 82.9% (34) of the children were Hispanic.
- Placement with kin – 34% (14 children) reunified within 12 months.

- Placement in County-licensed foster home – 46% (19 children) reunified within 12 months.
- Placement in Foster Family Agency – 10% (4 children) reunified within 12 months.
- Placement in County Shelter – 10% (4 children) reunified within 12 months.
- There were no placements in Group Homes.

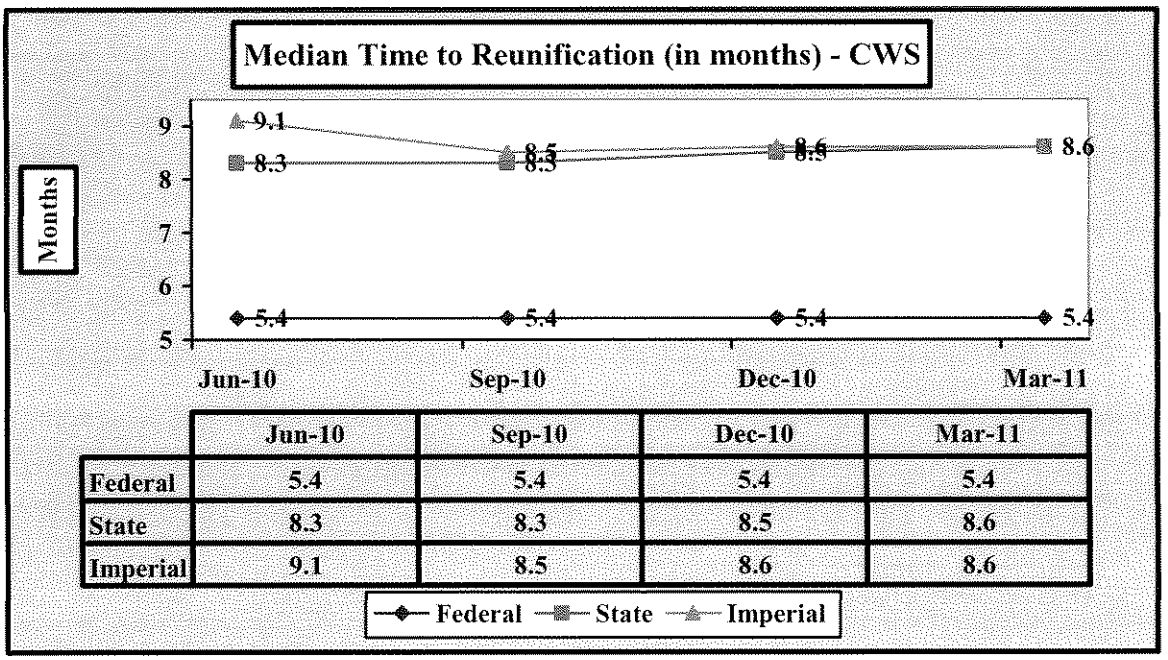
As of March 2011, of all the Probation youth leaving foster care to reunification after having been in foster care for 8 days or longer, 50% were reunified in less than 12 months from the date of the latest removal from home. According to the available data, Probation had 1 youth who reunified within 12 months and 1 youth who reunified in 12 months or more. As previously mentioned, Probation has only recently begun to input data into CWS/CMS. The hope is that more thorough and accurate data for this measure will be available in the future.

Concerns that were expressed by both the community and staff during the CSA process were the need for more counseling and supportive services for parents during the family reunification process. The goal of such services would be to show parents in a positive way that they can take care of themselves and their children.

C1.2 Median Time to Reunification – exit cohort

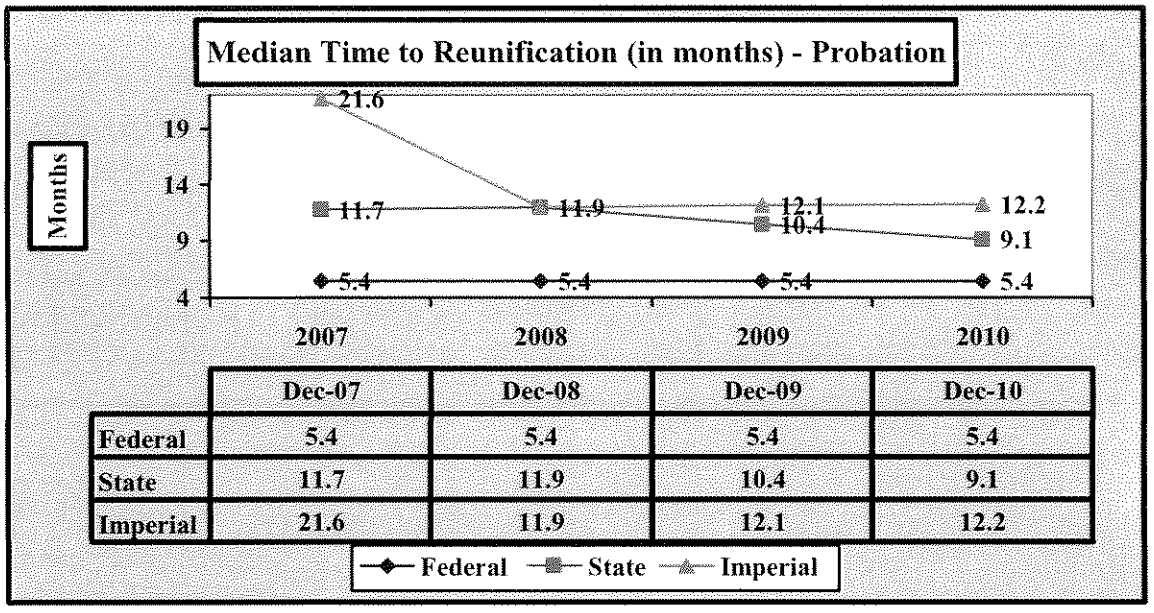
This measure computes the median length of stay in months for children reunified.

As of March 2011, the median length of stay from the date of the latest removal from home until the date of discharge to reunification was 8.6 months for all Child Welfare Services children leaving foster care to reunification during the year. For Probation youth, the median length of stay was 12.2 months as of December 2010.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	5.4	5.4	5.4	5.4
State	8.3	8.3	8.5	8.6
Imperial	9.1	8.5	8.6	8.6

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services



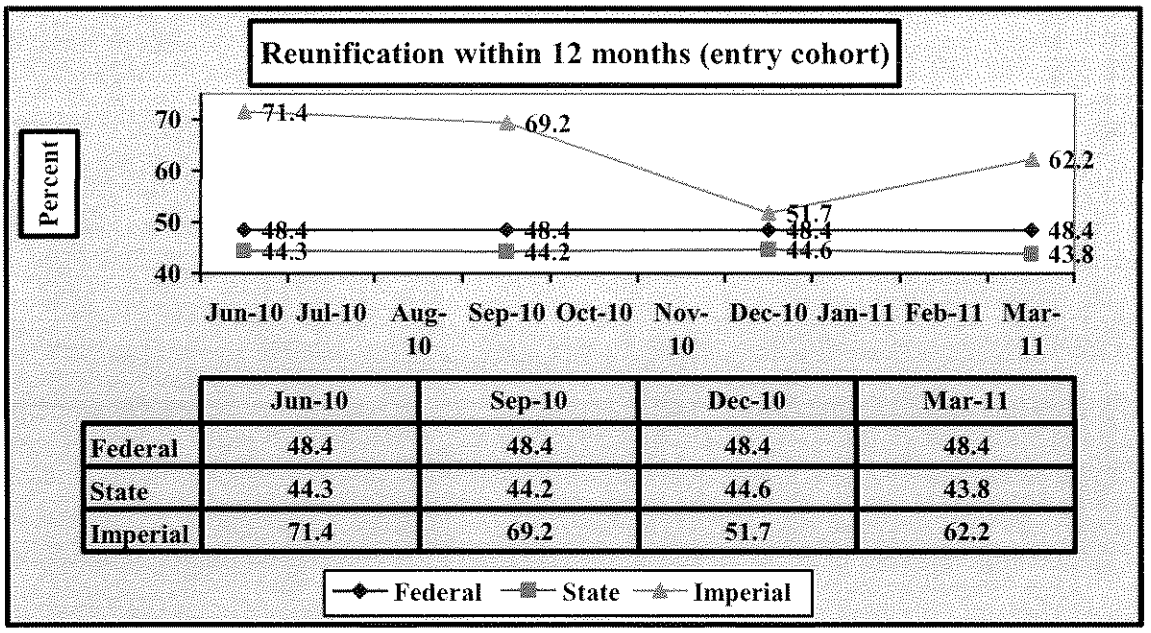
	Dec-07	Dec-08	Dec-09	Dec-10
Federal	5.4	5.4	5.4	5.4
State	11.7	11.9	10.4	9.1
Imperial	21.6	11.9	12.1	12.2

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California.* Retrieved October 11, 2011, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The predominant contributing factor that leads to a child's removal from the home is parental substance abuse. Although parents may be fully engaged in reuniting with their children, research indicates that drug and alcohol relapses are the norm rather than the exception. Budget cuts have impacted drug and alcohol services, affecting the ability to promptly and adequately provide services. Therefore, many parents require longer reunification services in order to receive the appropriate services needed to successfully reunify with their children. All Probation youth in out of home care are placed in out-of-county group homes, which tend to take longer to reunify due to a variety of factors, but this is most likely due to the difficulty with family engagement in the reunification process.

C1.3 Reunification within 12 Months – entry cohort

This measure computes the percentage of children reunified within 12 months of removal for a cohort of children first entering foster care. The entry cohort is comprised of children entering foster care for the first time during a 6-month period. This measure contributes to the first permanency composite. The 12-month cutoff to reunification is based on the latest date of removal from the home with children in care for less than 8 days excluded. Children with a current placement of "trial home visit" are included in the count of children reunified in less than 12 months if that visit lasted at least 30 days, its start-date fell within 11 months of the latest removal date, and it was the final placement before the child left foster care to reunification.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	48.4	48.4	48.4	48.4
State	44.3	44.2	44.6	43.8
Imperial	71.4	69.2	51.7	62.2

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

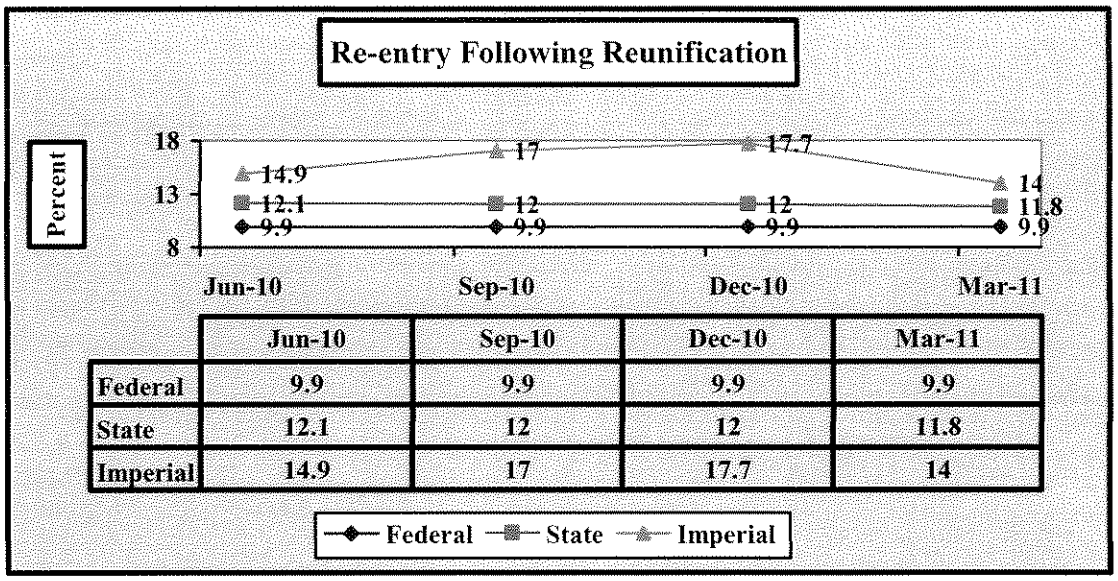
As of March 2011, of all the children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, Imperial County had 62.2% reunified in less than 12 months. Imperial County has been consistently above the federal standard and significantly higher than the state in this outcome measure. However, one issue that the Department has faced is the lack of available services, specifically drug treatment services, which impacts this outcome as the parents cannot complete their required services within the time frames allotted by the courts.

For Probation, factors related to reunification as a whole were identified under Measure C1.1.

C1.4 Re-entry Following Reunification – exit cohort

This measure computes the percentage of children reentering foster care within 12 months of reunification.

As of March 2011, of all the children reunified within 12 months, 14% reentered foster care in less than 12 months from the date of reunification, which is 4.1% higher than the federal standard of 9.9%.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	9.9	9.9	9.9	9.9
State	12.1	12	12	11.8
Imperial	14.9	17	17.7	14

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

Re-entry was one of the focus areas of the County Self-Assessment surveys as it is an area still needing improvement. Concerns that were expressed by both the community and staff during this process was the need for follow-up home visits after a family has reunified and exited the child welfare system. Participants also expressed the need for continued counseling, parenting and support groups for parents who have recently reunified with their children.

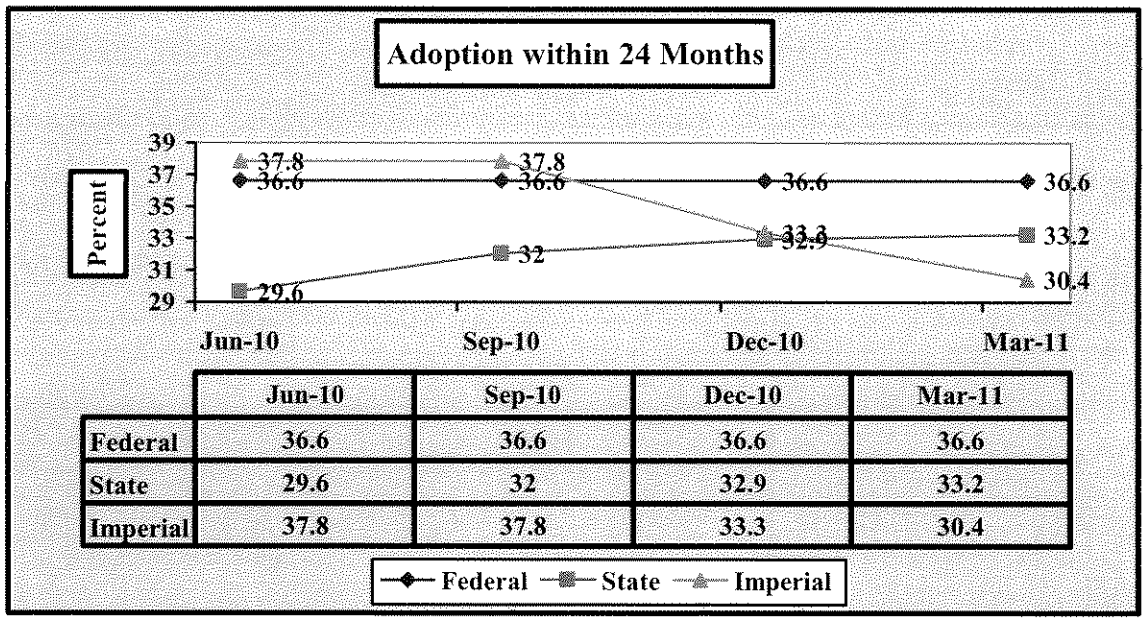
Children and Family Services realizes that the most crucial time for the family is when the case is dismissed by the court and they are back together dealing with everyday life issues. One of the most prevalent issues is the lack of support for the family once the case is dismissed; i.e. someone to call when they are in crisis. In an effort to address this issue, the Department recently began a contract with Rite Track to provide mentoring/aftercare services to families who have recently reunified and been dismissed by juvenile court.

As of March 2011, Probation had no children reenter foster care after reunification.

C2.1 Adoption within 24 Months and C2.2 Median Time to Adoption – exit cohorts

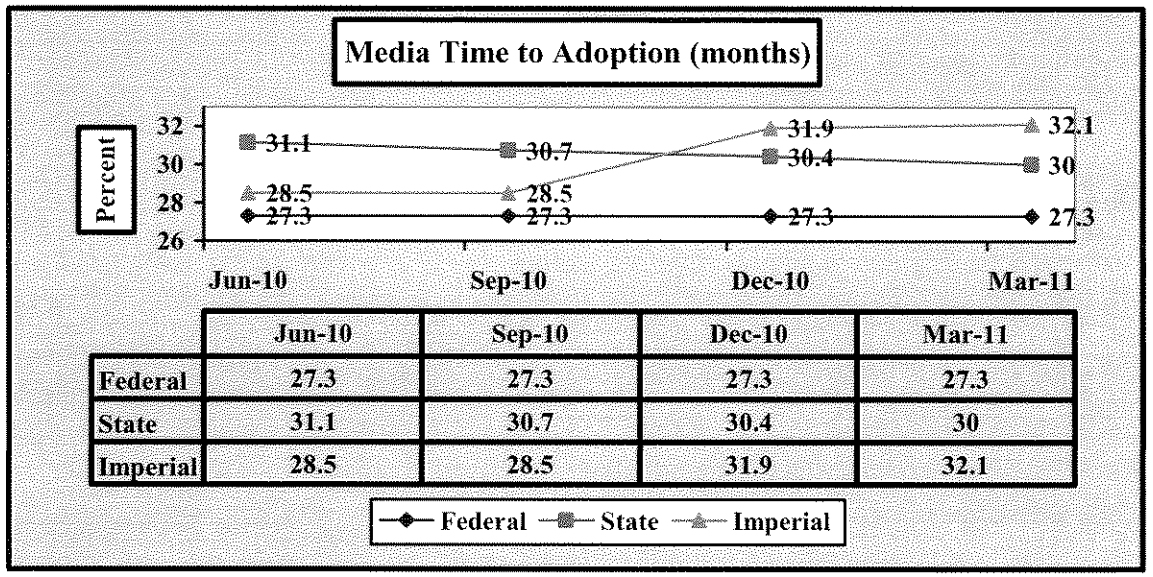
These measures identify the percentage of children adopted within 24 months of removal and the median length of stay in months for children discharged to adoption. Only placement episodes ending in adoption are included. Probation did not have any adoptions; therefore these measures only apply to Child Welfare Services.

As of March 2011, 7 of the 23 children leaving foster care within 24 months for a finalized adoption during the year were adopted within 24 months. Child Welfare Services was just slightly below the State average of 33.2%. The median length of stay was 32.1 months, compared to the State's performance of 30 months and Federal standard of 27.3 months, for all children leaving foster care to a finalized adoption during the year. This downward trend can be attributed to issues with social workers being unable to locate and notice parents prior to the 366.26 hearing, which delays the whole adoption process.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	36.6	36.6	36.6	36.6
State	29.6	32	32.9	33.2
Imperial	37.8	37.8	33.3	30.4

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services



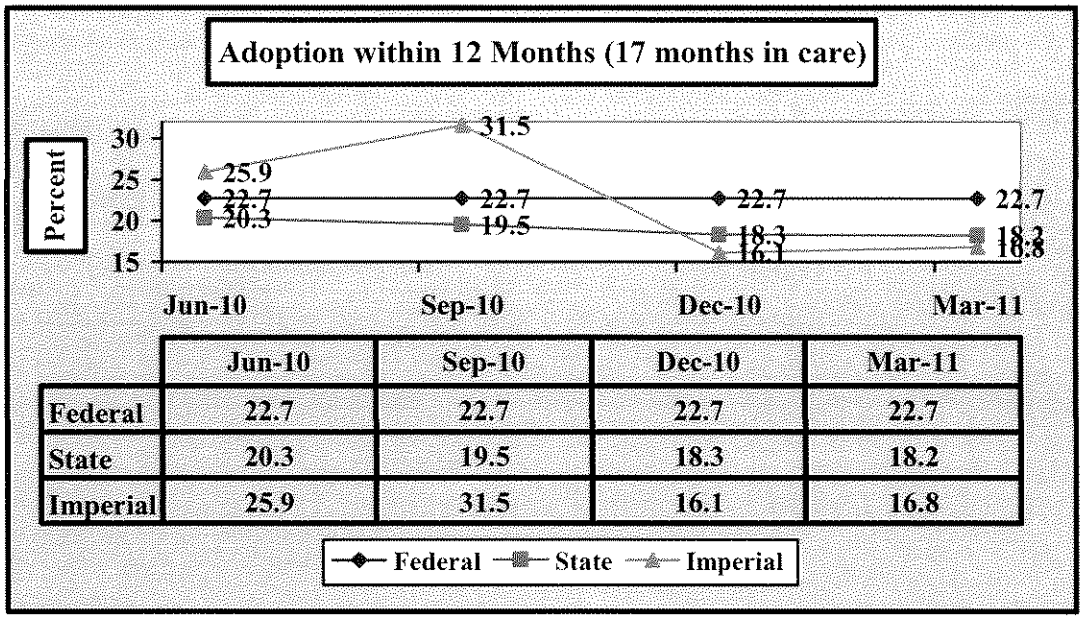
	Jun-10	Sep-10	Dec-10	Mar-11
Federal	27.3	27.3	27.3	27.3
State	31.1	30.7	30.4	30
Imperial	28.5	28.5	31.9	32.1

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

The CSA surveys addressed this outcome measure and the major consensus of participants was the need for advertisement and community outreach regarding the need for adoptive homes in Imperial County. Participants also expressed concerns about the adoption process and the need to make it shorter and simpler. In addition, both staff and the community feel that children should continue to receive counseling services even once the adoption has been finalized to address any future issues that may come up.

C2.3 Adoption within 12 Months (17 months in care)

This measure identifies the percentage of children in foster care for 17 continuous months or longer as of the first day of the year, who were then adopted within 12 months. The denominator consists of all children in foster care for 17 continuous months or longer on the first day of the year. The numerator includes those children in the denominator who left foster care to adoption by the last day of the year (i.e., a placement episode termination reason of adoption).



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	22.7	22.7	22.7	22.7
State	20.3	19.5	18.3	18.2
Imperial	25.9	31.5	16.1	16.8

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

As of March 2011, of the 107 children in foster care for 17 continuous months or longer on the first day of the year, 18 left foster care to a finalized adoption by the last day of the year. Child Welfare Services was again below the State average of 18.2%.

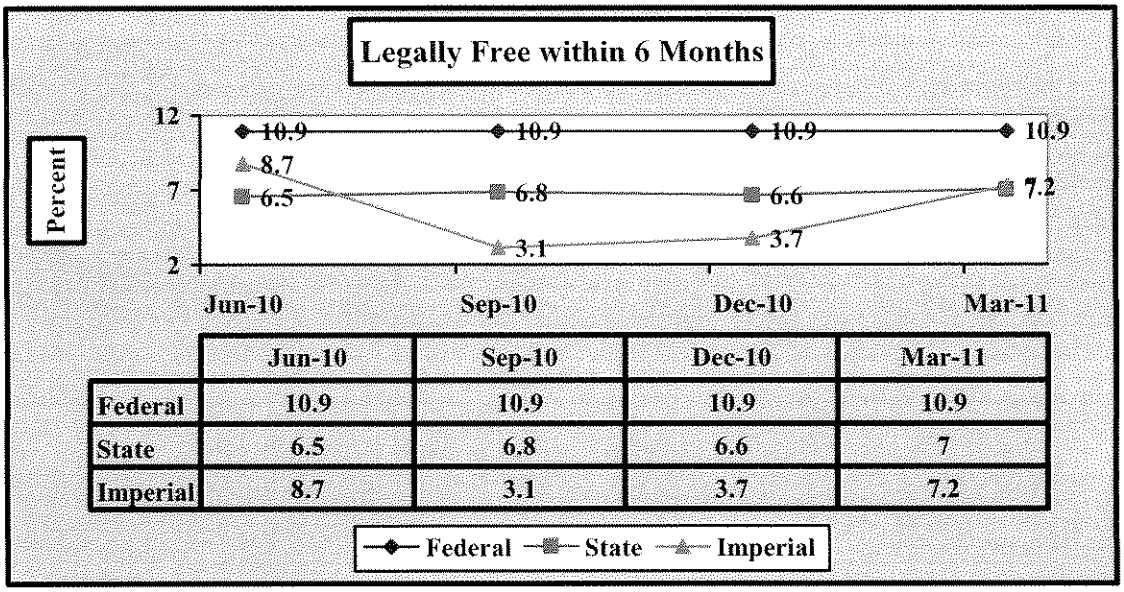
The following patterns were identified for the 18 children who were in foster care for 17 continuous months or longer on the first day of the year, which were adopted within 12 months:

- 78% (14 children) were Hispanic, 17% (3 children) were Caucasian and 5% (1 child) was Native American.
- Age group 11-15 had the least amount of children (1 out of 18 children) adopted by the end of the year.
- Age group 0-5 had the best results - 39% (7 out of 18 children) were adopted by the end of the year.
- Females had a slightly higher percentage of adoption by the end of the year – out of 56 females, 10 (18%) were adopted. Out of 51 males, 8 (16%) were adopted.

As mentioned in the previous measure, the Department has faced delays to the 366.26 hearings due to the inability to locate and notice parents. The Department continues to utilize Adoption as a concurrent plan for those children that are not reunifying in a timely manner, which should allow the adoptive home and the children to be ready in the event that parental rights are terminated and the adoption can proceed.

C2.4 Legally Free within 6 Months (17 months in care)

This measure computes the percentage of children who were in foster care for 17 continuous months or longer, were not legally free for adoption on the first day of the period, and then became legally free for adoption within the next 6 months. The denominator consists of all children in foster care for 17 continuous months or longer, who, on the first day of the period, were not yet legally free. The numerator includes those children who were then declared legally free within the next 6 months (including the first and last days of the 6 month interval). This measure contributes to the second permanency composite.



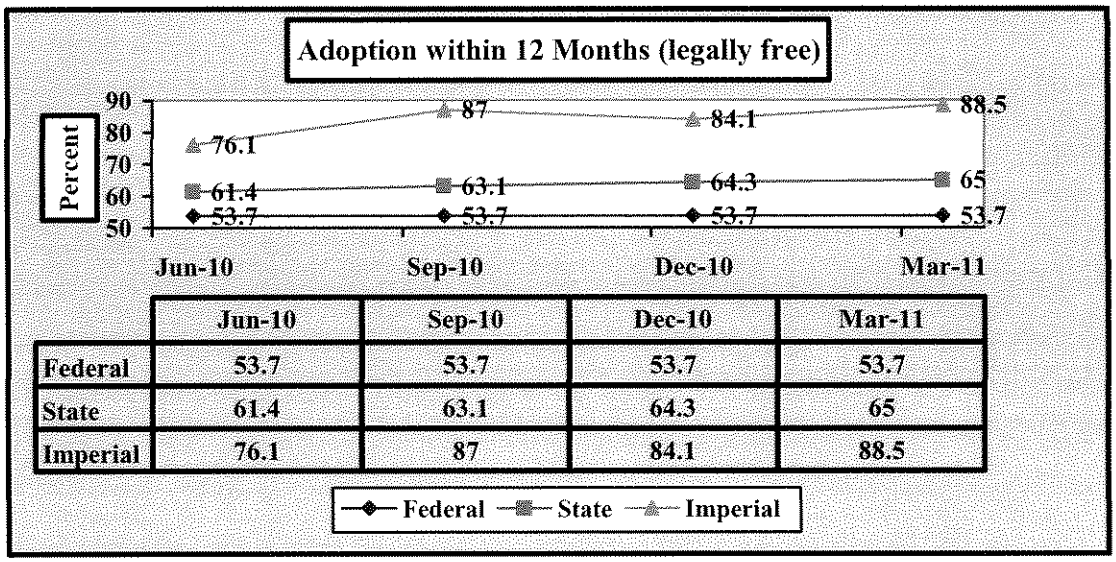
	Jun-10	Sep-10	Dec-10	Mar-11
Federal	10.9	10.9	10.9	10.9
State	6.5	6.8	6.6	7
Imperial	8.7	3.1	3.7	7.2

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

As of March 2011, of the 77 children in foster care for 17 continuous months or longer and not legally free for adoption of the first day of the year, 3 became legally free within the next 6 months. Child Welfare Services achieved a 7.2% success rate compared to the State average of 7%.

C2.5 Adoption within 12 Months (legally free)

This measure computes the percentage of children leaving foster care to adoption within 12 months of becoming legally free. A child is considered to be legally free for adoption if there is a parental rights termination date recorded for all parents with legal standing. If a parent is deceased, the date of death is reported as the parental rights termination date.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	53.7	53.7	53.7	53.7
State	61.4	63.1	64.3	65
Imperial	76.1	87	84.1	88.5

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

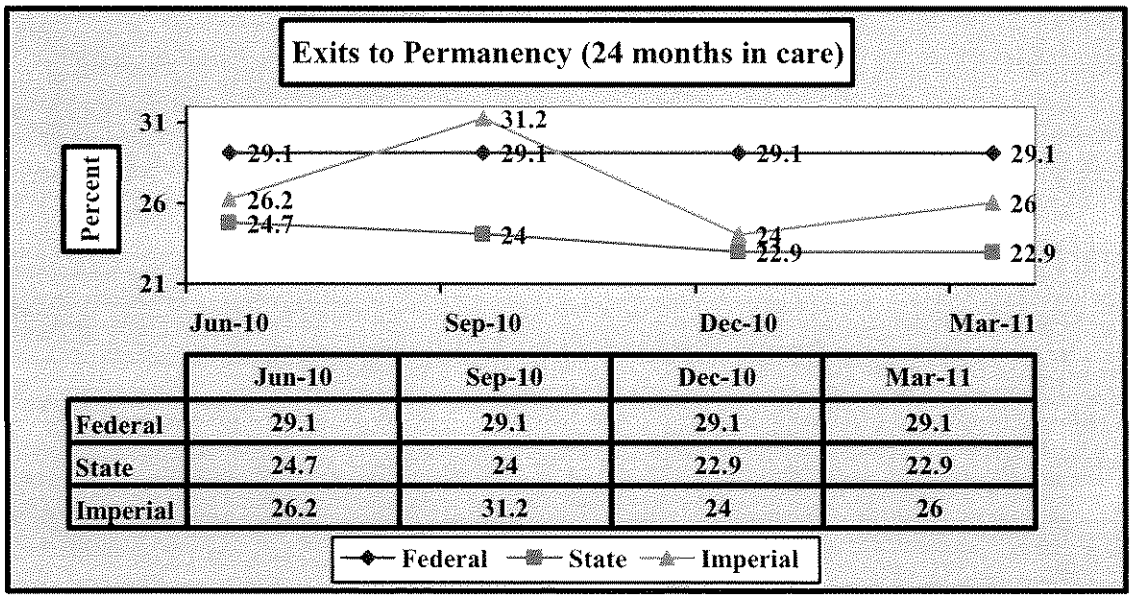
As of March 2011, Child Welfare Services had 23 out of 26 foster youth (88.5%) become legally free during the year and adopted in less than 12 months. Child Welfare Services achieved a success rate well above both the State average of 65% and the Federal standard of 53.7%. The following patterns were identified for those 23 children:

- Children ages 0-5 had the highest number of adoptions (16 out of 23 children).

- 91% (21) children were Hispanic, 4.5% (1 child) was Caucasian and 4.5% (1 child) was Native American.
- 57% (13 children) were male and 43% (10 children) were female.

C3.1 Exits to Permanency (24 months in care)

This measure computes the percentage of children discharged to a permanent home by the last day of the year and prior to turning 18, who had been in foster care for 24 months or longer. The denominator consists of all children in foster care for 24 continuous months or longer on the first day of the year. The numerator includes those children with a placement episode termination date that occurred by the last day of the year and before the child's 18th birthday, and a placement episode termination reason coded as reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	29.1	29.1	29.1	29.1
State	24.7	24	22.9	22.9
Imperial	26.2	31.2	24	26

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

As of March 2011, 26% of Child Welfare Services foster children exited to permanency after 24 months in care, which was higher than the State rate of 22.9%. Child Welfare Services has been consistently above the State average since September of 2009; however, because we are still below the Federal standard of 29.1% we will continue our efforts to improve in this area.

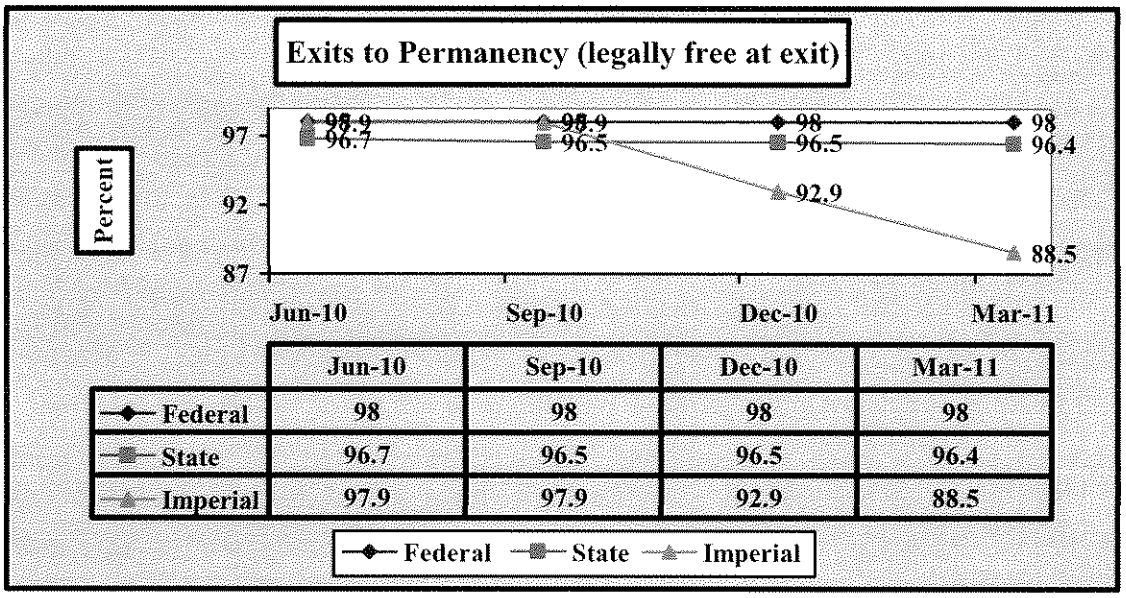
Out of the 104 children in foster care, 5 reunified with their parents or primary caregivers, 6 exited to guardianship and 15 were adopted by the last day of the year and prior to turning 18. Of these 26 children that exited to permanency, 22 were Hispanic, 3 were Caucasian and 1 was Native American. Based on gender demographics, males had a higher number of exits – 15 of the 53 males (28%) and 11 of the 51 females (22%) were reunified or adopted.

Probation did not have any foster youth exit to permanency after 24 months in care.

C3.2 Exits to Permanency (legally free to exit)

This measure computes the percentage of legally free children who were discharged to a permanent home prior to turning 18. The denominator consists of all children leaving foster care during the year who were legally free for adoption at the time of discharge. The numerator includes those children who have a discharge date that is prior to their 18th birthday and a discharge reason coded as reunification with parents or primary caretakers,

discharge to guardianship, or discharge to adoption. A child is considered to be legally free for adoption if there is a parental rights termination date recorded for all parents with legal standing. If a parent is deceased, the date of death is reported as the parental rights termination date.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	98	98	98	98
State	96.7	96.5	96.5	96.4
Imperial	97.9	97.9	92.9	88.5

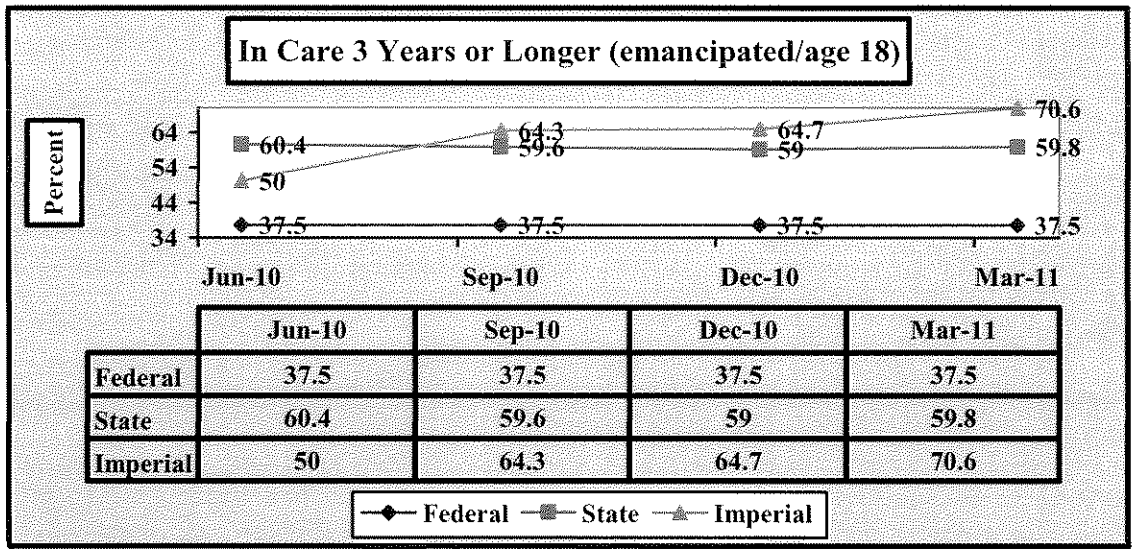
Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

As of March 2011, Child Welfare Services' percentage of children legally free who were discharged to a permanent home prior to turning 18 was 88.5% (23 out of 26 children), which was significantly lower than both the State rate of 96.4% and the Federal standard of 98%. It is important to note that this is a recent decline from June and September 2010, when the County was performing at 97.9%. Also, according to Safe Measures, Child Welfare Services has shown a recent increase in this measure, with rates of 92.9% for June 2011 and 90.5% for September 2011.

Probation had 4 of their 37 youth who had been in care discharged legally free from foster care and returned home prior to turning 18.

C3.3 In Care 3 Years or Longer (emancipated/age 18)

This measure computes the percentage of children in foster care for 3 years or longer who emancipated or turned 18 while still in foster care. The denominator consists of all children emancipated or who turned 18 while still in foster care during the year. The numerator includes those children for whom latest date of latest removal from home to the date of emancipation, or the date the child turned 18, was equal to or greater than 3 years.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	37.5	37.5	37.5	37.5
State	60.4	59.6	59	59.8
Imperial	50	64.3	64.7	70.6

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

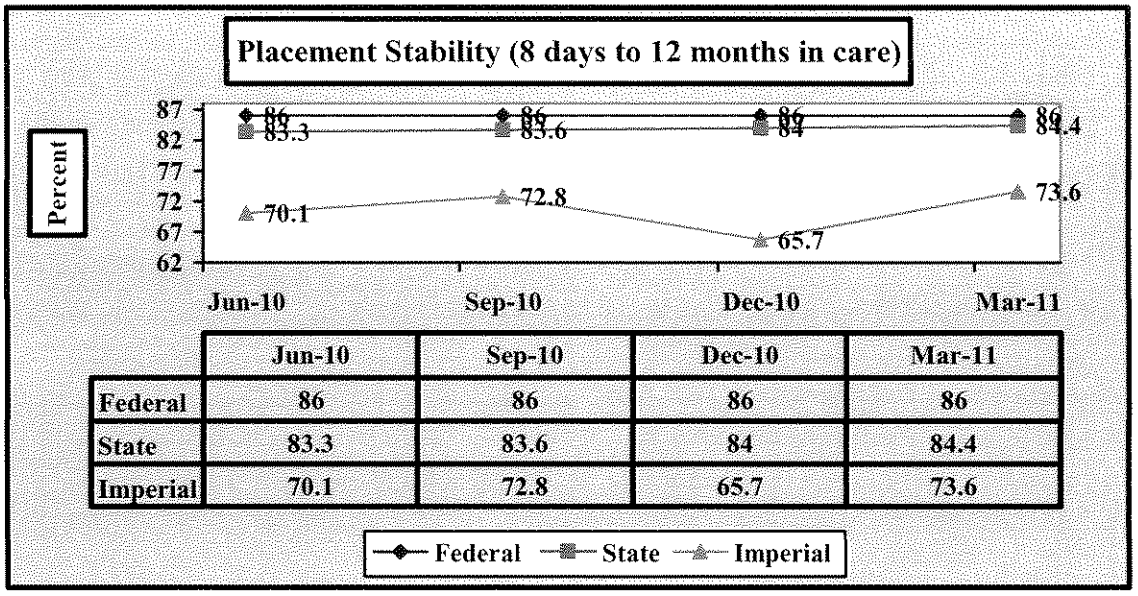
As of March 2011, 12 of the 17 children (70.6%) who emancipated or turned 18 were in care 3 years or longer. This was higher than the State rate of 59.8% and the Federal standard of 37.5%. The County has been consistently higher than the Federal standard and continuously rising since September of 2008. This can be associated with the County's struggle to reunify children more quickly and is also supported by our high median time to reunification rate.

Of the 16 children placed in foster care by Probation during the year who either emancipated or turned 18 while still in care, only 1 (6%) had been in foster care for 3 years or longer.

C4.1 Placement Stability (8 Days to 12 Months in Care)

This measure computes the percentage of children with two or fewer placements in foster care for at least 8 days, but less than 12 months. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for at least 8 days but less than 12 months. The numerator is the count of these children with two or fewer placements.

As of March 2011, of the 110 children served in foster care during the year who were in foster care for at least 8 days but less than 12 months, 81 children (73.6%) had two or fewer placement settings. This measure was Child Welfare Services focus for the recent Peer Quality Case Review (PQCR), which was very helpful in pinpointing why Imperial County has trouble in this performance area.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	86	86	86	86
State	83.3	83.6	84	84.4
Imperial	70.1	72.8	65.7	73.6

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

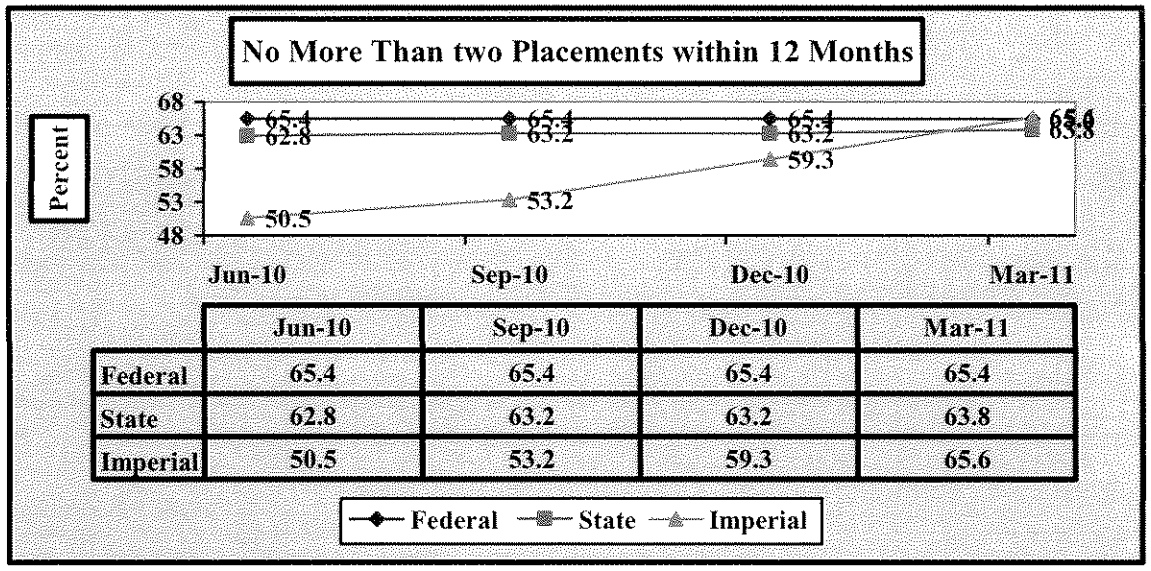
Imperial County operates the Betty Jo McNeece Receiving Home (BJMRH) as an emergency shelter, which is used as an initial placement for up to 30 days for those children that are removed from their homes. As the Department does not currently have the availability of emergency foster home beds, the shelter serves as the first placement for most children entering foster care in Imperial County. This reflects negatively on this outcome measure as any placement after this is already the second placement for those children. The Department continues to recruit foster homes with the capability of maintaining emergency beds so that the shelter does not become the first placement for all children removed from their home. There has also recently been a shift in the mindset of social workers in Imperial County, who now instead of initially placing in BJMRH instead place children in a more family-friendly home at the outset of the case.

Of the 24 Probation youth served in foster care during the year who were in foster care at least 8 days but less than 12 months, 20 youth (83%) had two or fewer placement settings. This is below the Federal standard of 86%.

C4.2 No More Than two Placements within 12 Months

This measure computes the percentage of children with two or fewer placements in foster care for at least 12 months, but less than 24 months. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for at least 12 months and less than 24 months. The numerator is the count of these children with two or fewer placements.

As of March 2011, of the 64 Child Welfare Services' children served in foster care during the year who were in foster care for at least 12 months but less than 24 months, 42 children (65.6%) had two or fewer placement settings. This is actually higher than the State rate of 63.8%, but has previously been much lower, which is why it was chosen as the focus area for the County's recent PQCR.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	65.4	65.4	65.4	65.4
State	62.8	63.2	63.2	63.8
Imperial	50.5	53.2	59.3	65.6

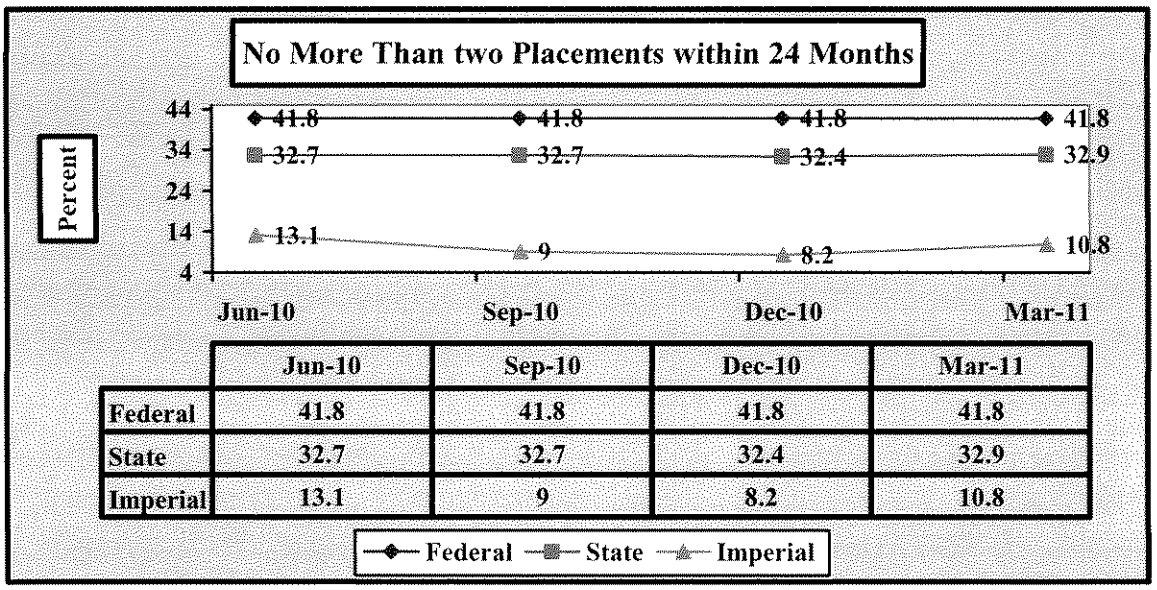
Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

Of the 24 Probation youth served in foster care during the year who were in foster care for at least 12 months but less than 24 months, 15 youth(63%) had two or fewer placement settings.

C4.3 No More Than two Placements within 24 Months

This measure computes the percentage of children with two or fewer placements who have been in foster care for 24 months or more. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for 24 months or more. The numerator is the count of these children with two or fewer placements.

As of March 2011, of the 130 children served in foster care during the year that were in foster care for at least 24 months, 14 children (10.8%) had two or fewer placement settings.



	Jun-10	Sep-10	Dec-10	Mar-11
Federal	41.8	41.8	41.8	41.8
State	32.7	32.7	32.4	32.9
Imperial	13.1	9	8.2	10.8

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

As previously noted, the PQCR focus for Child Welfare Services was on measure C4.1 and C4.3 Placement Stability (8 Days to 12 Months in care and At Least 24 Months in Care). The PQCR review was very successful in generating new ideas, thoughts and

conversations about strategies that could have a positive impact on Child Welfare Services' performance on this measure. Among the many ideas, these were determined to be most promising:

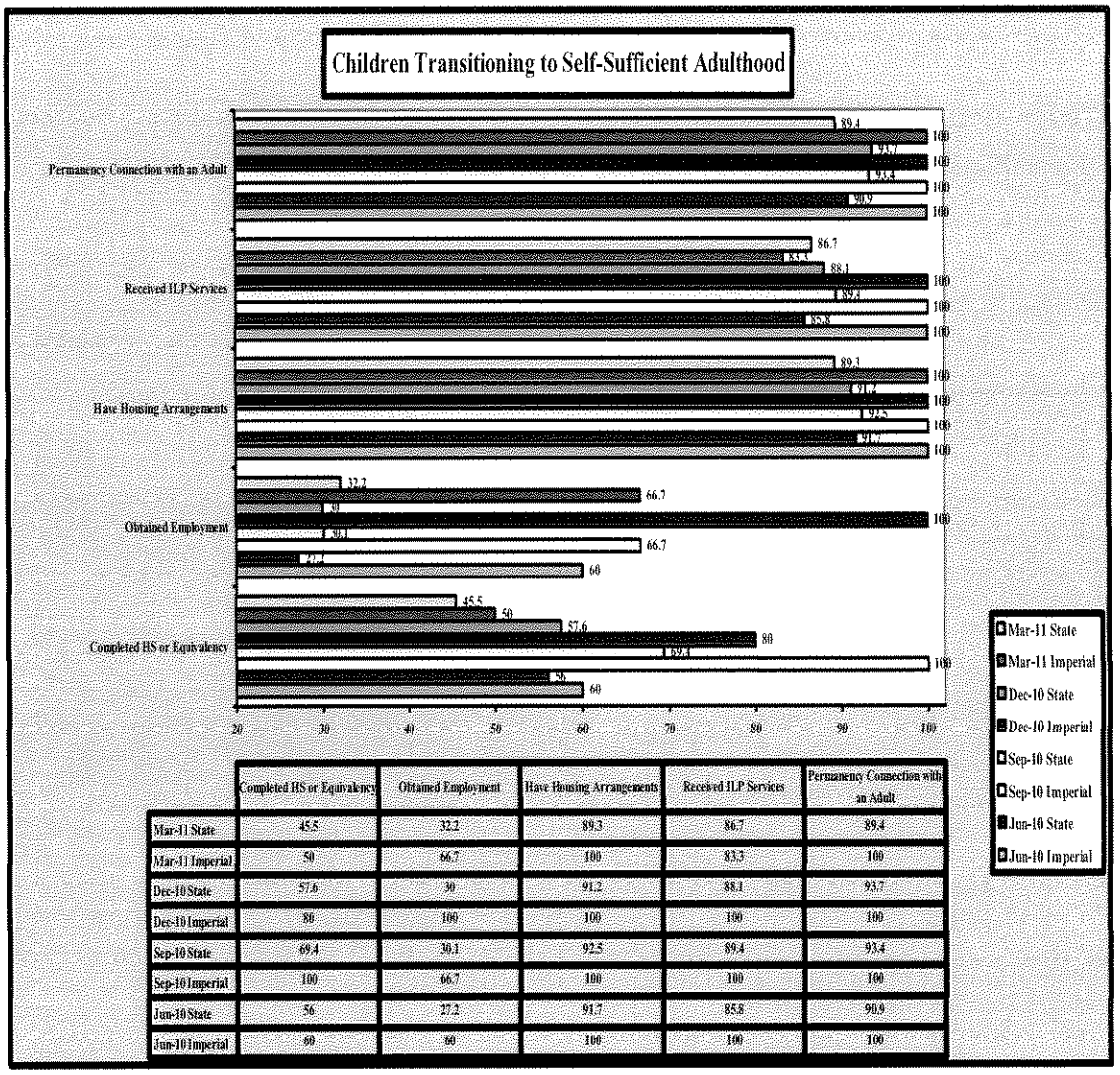
- Creating a placement unit to provide matching of the child to the appropriate placement, especially in regards to cultural sensitivity.
- Developing appropriate and diverse local caregivers, who are doing it for the right reasons and not just for the money.
- Utilizing trial home visits prior to the actual placement to ensure that the child and caregiver are compatible and not just thrown together at the last minute.
- Providing more training to caregivers, especially on how to deal with behavioral issues and trauma.

In addition to the PQCR, the Department focused on Placement Stability during the CSA process. Participants in the CSA surveys expressed the need for children to have more contact with their biological parents and family while placed in out-of-home care. Children who do not have consistent contact with their biological family tend to become angry with their caregiver in a sometimes misplaced attempt to blame someone. The idea is that children who are allowed more frequent contact with their biological parents and family will remain more stable in their placement.

Of the 30 Probation youth served in foster care during the year who were in foster care for at least 24 months, 13 youth (43%) had two or fewer placement settings.

8A Children Transitioning to Self-Sufficient Adulthood

The exit outcomes for youth who age out of foster care in Imperial County are comparable to the State average with the exception of one area: the number of youth who are receiving Independent Living Program (ILP) services. In Imperial County, 83.3% of youth receive ILP services, slightly lower than the State average of 86.7%. While it is not mandatory for youth to take part in ILP services, both Child Welfare and Probation encourage participation in the program.



	Completed HS or Equivalency	Obtained Employment	Have Housing Arrangements	Received ILP Services	Permanency Connection with an Adult
Mar-11 State	45.5	32.2	89.3	86.7	89.4
Mar-11 Imperial	50	66.7	100	83.3	100
Dec-10 State	57.6	30	91.2	88.1	93.7
Dec-10 Imperial	80	100	100	100	100
Sep-10 State	69.4	30.1	92.5	89.4	93.4
Sep-10 Imperial	100	66.7	100	100	100
Jun-10 State	56	27.2	91.7	85.8	90.9
Jun-10 Imperial	60	60	100	100	100

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California.* Retrieved October 11, 2011, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Imperial County offers the following services and programs to assist our foster youth in transitioning to adulthood:

- The Independent Living Program (ILP) empowers youth through advocacy, life skills education, supportive services and community collaboration. ILP's mission is to provide services for young adults to develop community and lifelong connections.
- The Department also collaborates with the Imperial Valley Regional Occupational Program Accessing Careers through Education (IVROP-ACE) program to help improve the quality of life for foster and probation youth by giving them the resources and skills to gain employment that matches their talents, desires and needs. This program helps youth transitioning from foster care to adulthood by providing a program which has both academic and social components designed to assist with youth in all areas of transition.

- The Probation Department contracts with Rite Track to provide services to Probation youth at the Evening Learning Center (ELC). The ELC provides services such as, "Thinking for a Change", anger management, cognitive groups, tutoring, individual/group/family counseling, parenting classes and drug testing.

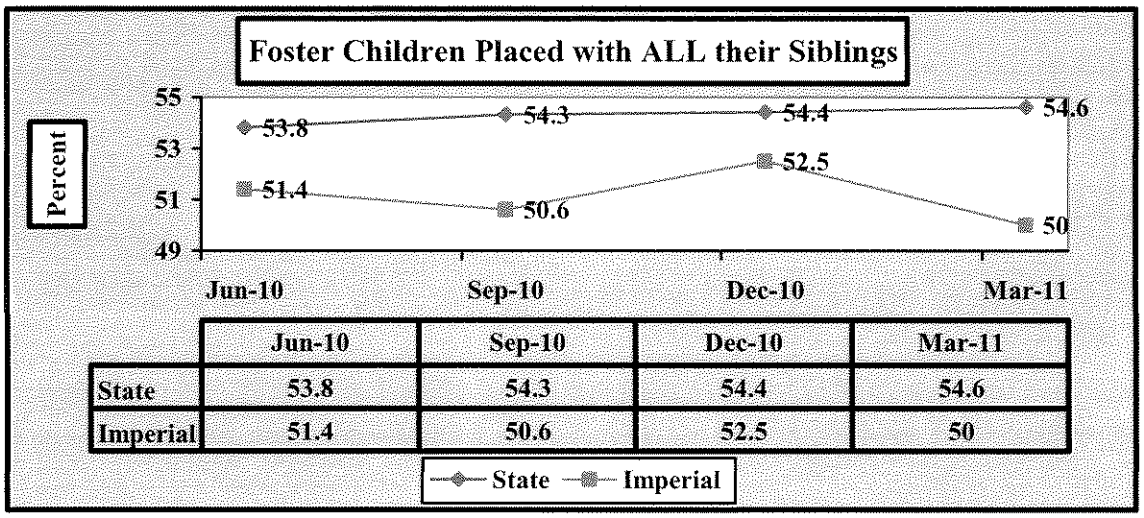
Children and Family Services and the Probation Department believe that every child should have a meaningful and lasting relationship with a caring and trusted adult. Both ILP and the ELC strive to offer those types of relationships to youth that are in foster care and may not have any supportive adult relationships. Through the current and former foster youth surveys that were distributed to both child welfare and probation youth during the CSA, the youth expressed a desire for their social worker/probation officer to spend more time visiting them and pay more attention to them. The majority of the youth expressed a desire just to be understood and for someone to put their needs first. Imperial County will continue to strive to achieve this for the youth that we serve.

Outcome 4: The continuity of family relationships and connections is preserved for children

4A Siblings Placed Together in Foster Care

Sibling groups are identified at the county level, not the state level. A sibling group size of 'one' is used to signify a single child with no known siblings in the supervising county. Sibling groups are constructed from an unduplicated point in time count of all children who have an open placement episode in the CWS/CMS system. A set of sibling identifier variables (derived from the CWS/CMS Client Relationship table) and placement address variables (derived from the facility address information from the Placement Home table) are used to locate all whole, half and stepsiblings.

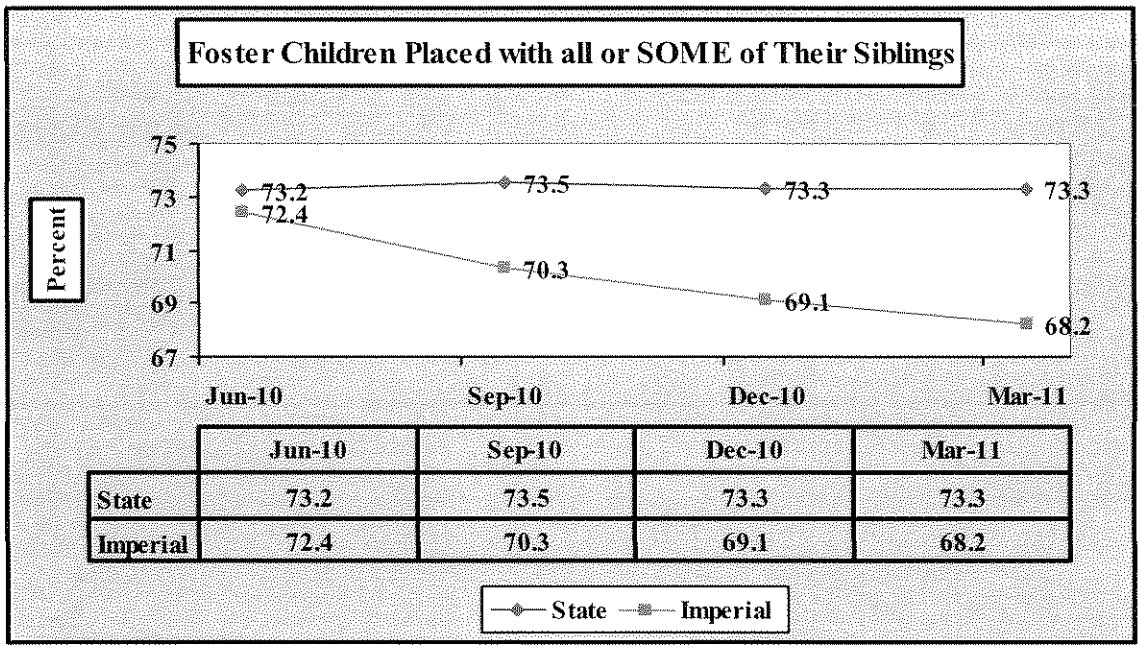
Imperial County's percentage of siblings that were placed with ALL siblings was 50%, which is below the state rate of 54.6%.



	Jun-10	Sep-10	Dec-10	Mar-11
State	53.8	54.3	54.4	54.6
Imperial	51.4	50.6	52.5	50

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

Imperial County's percentage of siblings that were placed with SOME or all siblings also consistently measures below the state average. For the period ending March 2011, Imperial County's rate was 68.2%, below the state average of 73.3%.



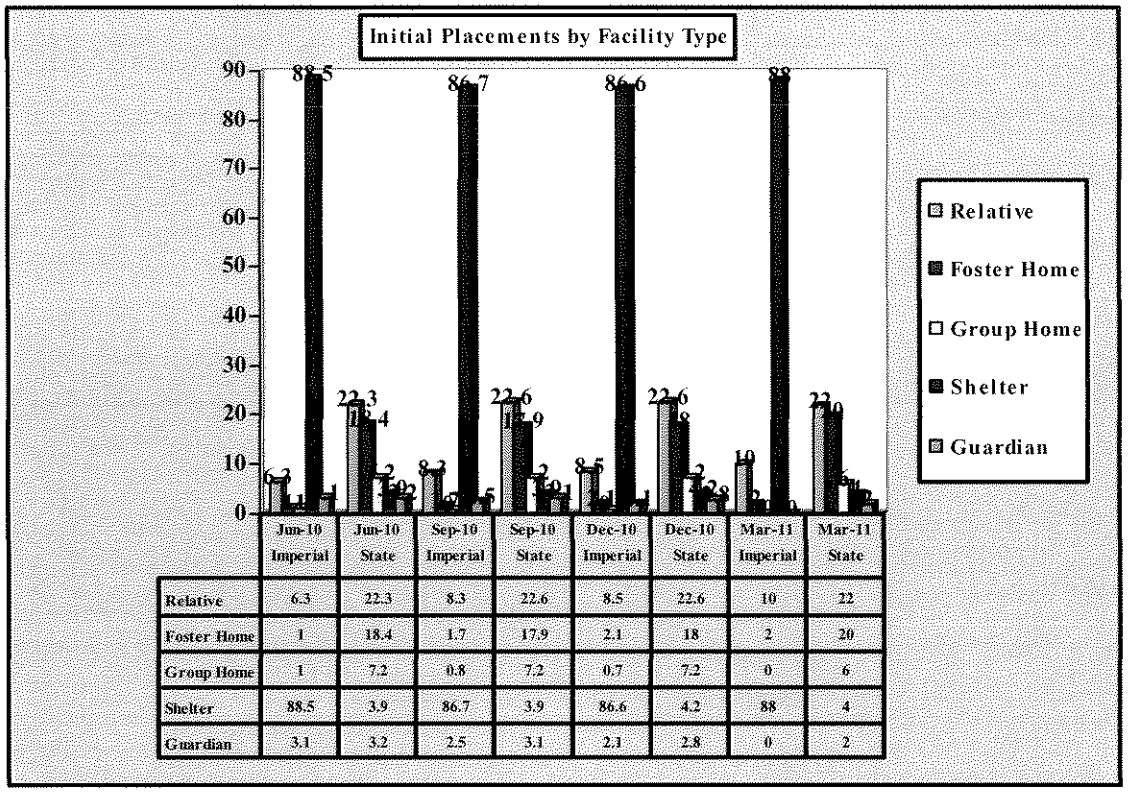
	Jun-10	Sep-10	Dec-10	Mar-11
State	73.2	73.5	73.3	73.3
Imperial	72.4	70.3	69.1	68.2

Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

4B Foster Care Placement in Least Restrictive Settings – point in time/in-care

These reports provide information on all entries to out-of-home care during the time period specified – Point in Time/In-Care. Children are assigned to the county where there is an open case or referral (child welfare) or an open case, referral or state ID county code (Probation) on the count day.

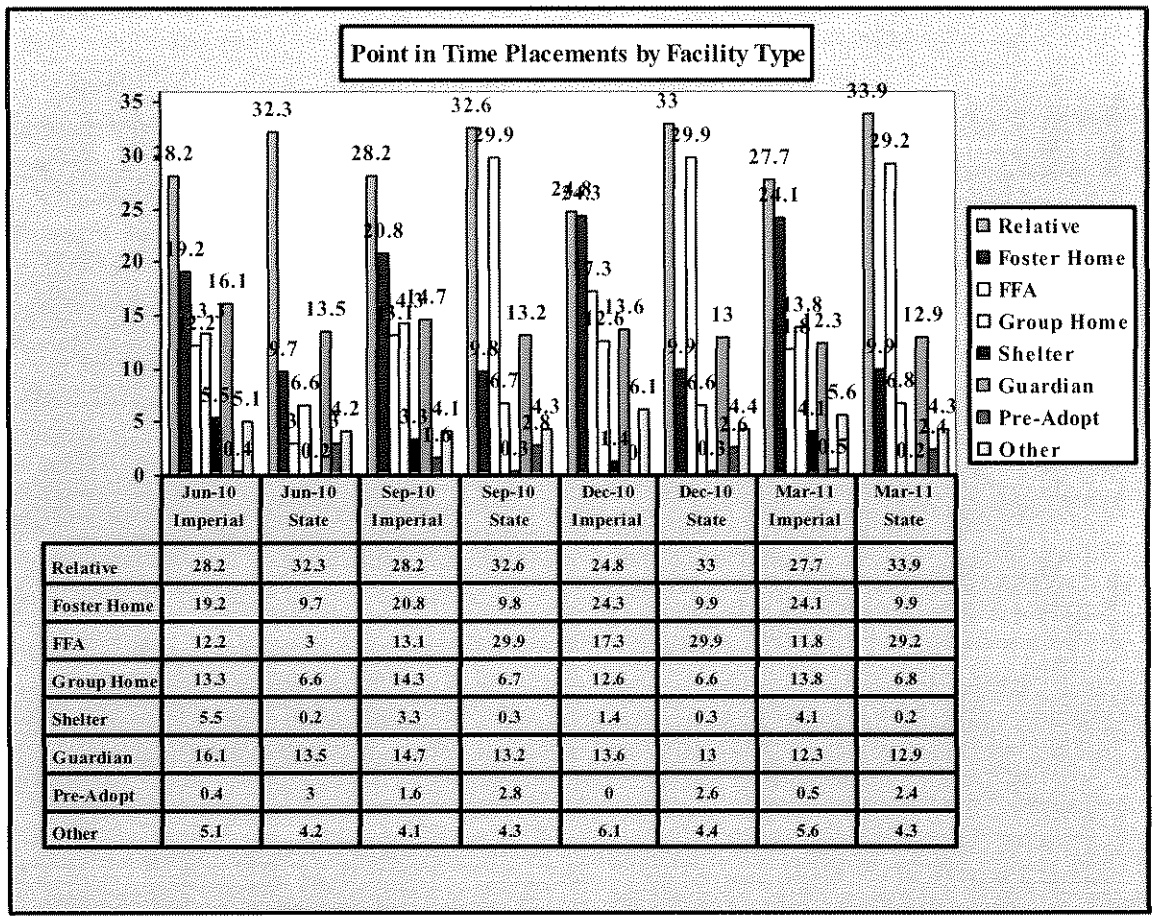
As of March 2011, there were 49 Child Welfare Services children placed in foster care. 10% (5 children) of initial placements were in relative placement, 2% (1 child) was in a county-licensed foster home, and 88% (43 children) were placed in the County Shelter (BJMRH).



	Jun-10 Imperial	Jun-10 State	Sep-10 Imperial	Sep-10 State	Dec-10 Imperial	Dec-10 State	Mar-11 Imperial	Mar-11 State
Relative	6.3	22.3	8.3	22.6	8.5	22.6	10	22
Foster Home	1	18.4	1.7	17.9	2.1	18	2	20
Group Home	1	7.2	0.8	7.2	0.7	7.2	0	6
Shelter	88.5	3.9	86.7	3.9	86.6	4.2	88	4
Guardian	3.1	3.2	2.5	3.1	2.1	2.8	0	2

Children's Research Center SafeMeasures Data. *Imperial County, AB636 Measure 4B Placement Entries Q2 2010-Q4 2010.* Retrieved 10-18-2011 from Children's Research Center website. URL: https://www.safemeasures.org/ca/safemeasures.aspx and Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California.* Retrieved October 18, 2011, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

As of March 2011, Child Welfare Services had 195 children placed in out-of-home care. 27.7% (54 children) were placed with relatives, 24.1% (47 children) were placed in county-licensed foster homes, 11.8% (23 children) were placed in Foster Family Agency homes, 13.8% (27 children) were placed in group homes, 4.1% (8 children) were placed in the County Shelter (BJMRH), 12.3% (24 children) were placed with guardians, and 0.5% (1 child) was placed in a Pre-Adoptive home. The remaining 5.6% (11 children) were in other placements, including transitional housing, trial home visits, and any child listed as a runaway on the first day of the selected quarter.



	Jun-10 Imperial	Jun-10 State	Sep-10 Imperial	Sep-10 State	Dec-10 Imperial	Dec-10 State	Mar-11 Imperial	Mar-11 State
Relative	28.2	32.3	28.2	32.6	24.8	33	27.7	33.9
Foster Home	19.2	9.7	20.8	9.8	24.3	9.9	24.1	9.9
FFA	12.2	3	13.1	29.9	17.3	29.9	11.8	29.2
Group Home	13.3	6.6	14.3	6.7	12.6	6.6	13.8	6.8
Shelter	5.5	0.2	3.3	0.3	1.4	0.3	4.1	0.2
Guardian	16.1	13.5	14.7	13.2	13.6	13	12.3	12.9
Pre-Adopt	0.4	3	1.6	2.8	0	2.6	0.5	2.4
Other	5.1	4.2	4.1	4.3	6.1	4.4	5.6	4.3

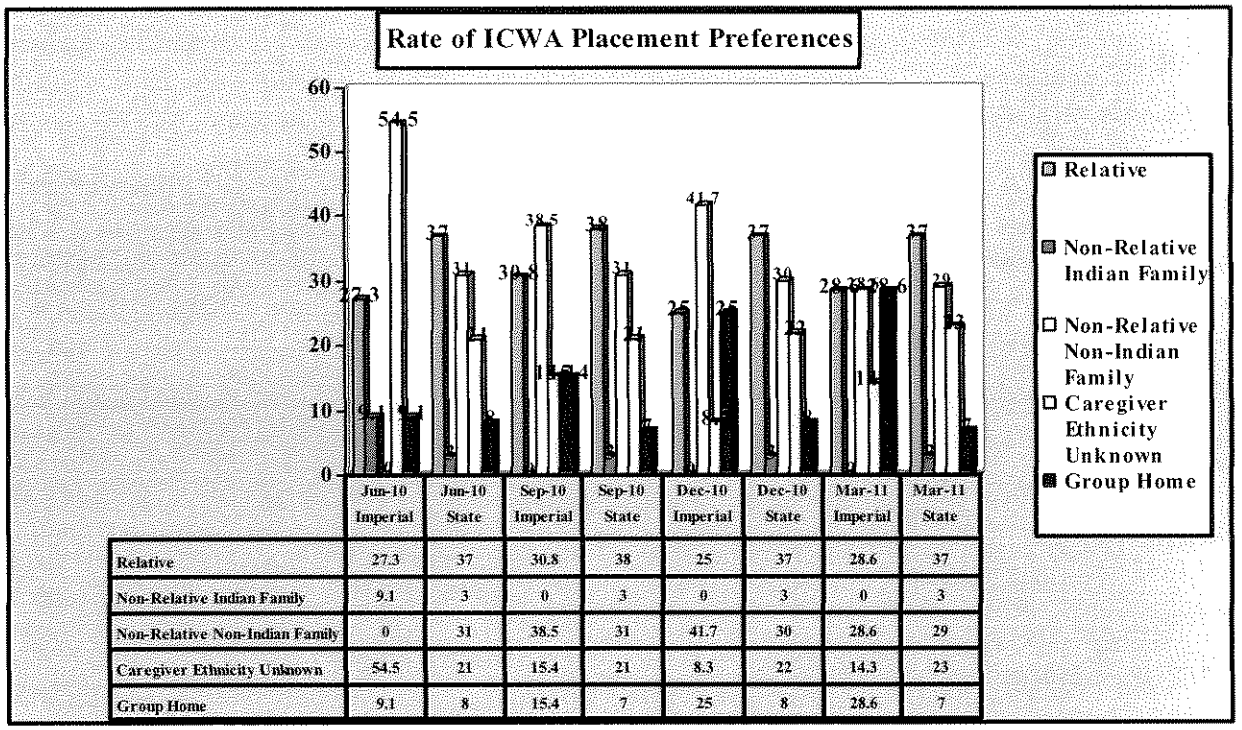
Children's Research Center SafeMeasures Data. *Imperial County, AB636 Measure 4B PIT (Point in Time): Placement TypeQ2 2010-Q1 2011.* Retrieved 10-18-2011 from Children's Research Center website. URL: https://www.safemeasures.org/ca/safemeasures.aspx

As mentioned previously, Imperial County has an emergency shelter, BJMRH, which is utilized to place children who are removed from their homes. It is a temporary placement and the children are not allowed to stay there for more than 30 days; however it still counts as the first placement for the majority of our cases. The Department continues to make efforts to lower the rate of children placed in the shelter through the emergency relative home approval process, which would allow children to be placed with relatives immediately following removal from their home.

As of October 2011, Probation had 59 youth placed in foster care and all were placed in group homes. There is no relative home approval process in place for Probation at this time and therefore no Probation youth are placed with relatives.

4E Rate of Indian Child Welfare Act (ICWA) Placement Preferences

Imperial County's ICWA rates are currently based on a very small number of ICWA children placed in foster care in Imperial County. The limited number makes it difficult to track any trends. As of March 2011, Child Welfare Services identified 7 foster children who met the ICWA criteria. 2 (28.6%) Native American foster children were placed with a relative, 3 (42.9%) were placed with non-relative, non-Indian (or unknown ethnicity) substitute care providers, and 2 (28.6%) were placed in group homes.



	Jun-10 Imperial	Jun-10 State	Sep-10 Imperial	Sep-10 State	Dec-10 Imperial	Dec-10 State	Mar-11 Imperial	Mar-11 State
Relative	27.3	37	30.8	38	25	37	28.6	37
Non-Relative Indian Family	9.1	3	0	3	0	3	0	3
Non-Relative Non-Indian Family	0	31	38.5	31	41.7	30	28.6	29
Caregiver Ethnicity Unknown	54.5	21	15.4	21	8.3	22	14.3	23
Group Home	9.1	8	15.4	7	25	8	28.6	7

Children's Research Center SafeMeasures Data. *Imperial County, AB636 Measure 4E1: ICWA Placement Preferences-ICWA Eligible Q2 2010-Q1 2011.* Retrieved 10-18-2011 from Children's Research Center website. URL: https://www.safemeasures.org/ca/safemeasures.aspx and Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California.* Retrieved October 18, 2011, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

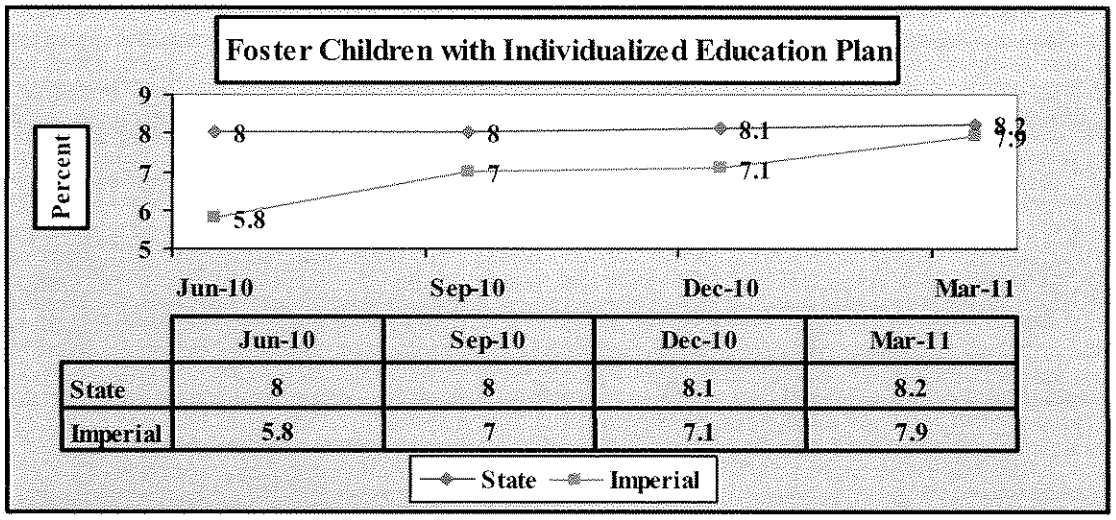
As of March 2011, Imperial County identified 12 foster children whose primary or secondary ethnicity was American Indian, which is 6% of all the children placed in out-of-home care for the County. Of the 12 foster children who were identified as American Indian, 16.7% (2 children) were placed with relatives, 50% (6 children) were placed with Non-relative Indian Substitute Care Providers (SCP), 8.3% (1 child) was placed with a Non-relative Non-Indian SCP, 16.7% (2 children) were placed in group homes, and 8.3% (1 child) was placed in other placements or not listed.

As of March 2011, Imperial County Probation had no children who met the ICWA criteria and only one foster youth whose primary or secondary ethnicity was American Indian and that child's placement was coded as other.

Outcome 6: Children receive services appropriate to their educational needs

6B Individualized Education Plan

As of March 2011, 15 of 191 (7.9%) of children in foster care in Imperial County (both Child Welfare Services and Probation) have Individualized Education Plans.



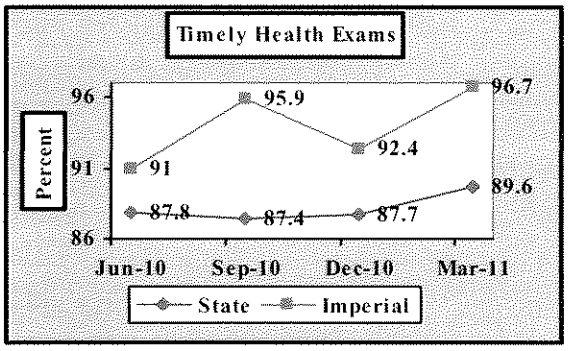
	Jun-10	Sep-10	Dec-10	Mar-11
State	8	8	8.1	8.2
Imperial	5.8	7	7.1	7.9

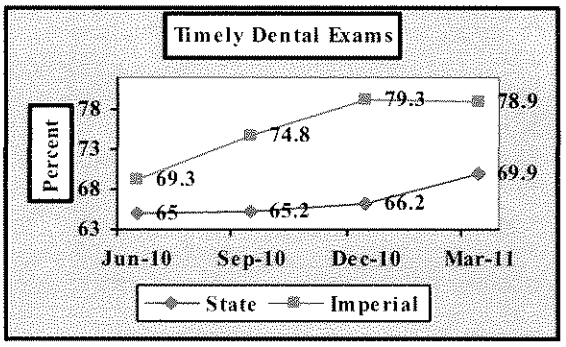
Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

Outcome 7: Children receive services adequate to their physical, emotional and mental health needs

5B Timely Health/Dental Exams

These reports track the number of foster children receiving timely health and dental exams. These are new state measures that became effective December 2008. Imperial County's averages are higher than the State average and have been consistently over the past four quarters. As of March 2011, 96.7% of children in foster care in Imperial County (both Child Welfare Services and Probation) receive timely health exams and 78.9% receive timely dental exams. A partnership with Public Health and the work of a co-located Public Health Nurse, contributes to success in these measures.

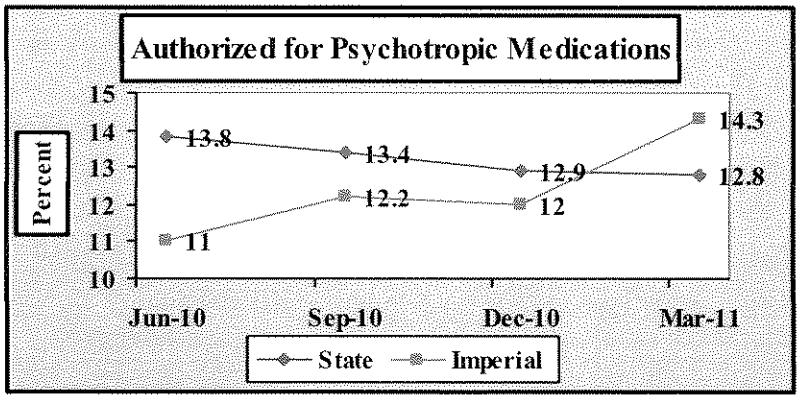




Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

5F Authorized for Psychotropic Medications

Imperial County is currently above the state average in the percent of children authorized for psychotropic medications, but this is a recent occurrence. As of March 2011, 33 out of 230 children (14.3%) were authorized for psychotropic medications.



Source: CWS/CMS 2011 Quarter 1 Extract, prepared by Imperial County Children and Family Services

SYSTEMIC FACTORS

Relevant Management Information Systems

The following information systems are relevant to Children and Family Services staff, supervisors and management:

State Systems:

- Child Welfare Services Case Management System (CWS/CMS)
- UC Berkeley Child Welfare Dynamic Report System
- CWS/CMS Business Objects
- California Law Enforcement Telecommunications System (CLETS)
- Department of Justice systems, including Child Abuse Central Index (CACI) and LIVE SCAN

Consortium Systems:

- C-IV

Web-based Systems:

- SafeMeasures
- Structured Decision Making (SDM)

In-House Systems:

- Department of Social Services Intranet
- Intake/Referral Log
- Court Intervention Log
- Adoptions Log
- ILP/TILP Log

Imperial County is referred to as a Dedicated County and the Department fully utilizes CWS/CMS. The Department has made major efforts to improve the timeliness and accuracy of data being input into CWS/CMS, which is reflected in our vast improvement on the Quarterly Outcomes and Accountability Reports. In February of 2009, Imperial County began a contract with SafeMeasures and has been utilizing this data monitoring system to assess progress on all the outcome measures. This tool is also utilized by supervisors to monitor their staff's progress with monthly investigations/contacts, referral/case closures, court reports, case plans, etc. The Department also has dedicated staff that monitor both SafeMeasures and the Berkeley website on a monthly basis.

In August of 2011, the Probation Department obtained access to CWS/CMS. Children and Family Services provided training, technical advice and assistance as well as ongoing support to Probation in this venture. It is expected to have a positive impact on the recording of Probation outcome measures and should enable even more meaningful involvement of Probation in the Child and Family Services Review (CFSR) process in the future.

The designated Office of Child Abuse Prevention (OCAP) liaison for the Department of Social Services collects annual outputs and other data required as part of the annual reporting process for CAPIT/CBCAP/PSSF programs. Community-based agencies receiving OCAP funds, including Imperial County Child Abuse Prevention Council (CAPC) and Children and Family Services, track units of service provided and demographics on the population served via an excel spreadsheet on a monthly basis. The type of information tracked includes child and parent ethnicity, child and parent disability, age of the child, who received the services and each individual service provided. This information is then conveyed to the OCAP liaison, who puts it into the required reporting format and submits the annual report to OCAP. The Department has identified a need for improvement in the area of data tracking and evaluation for OCAP funded programs and will be focusing more on this issue during the SIP process.

Case Review System

Children and Family Services monitors child welfare cases throughout the life of a case, from the initial telephone call through reunification, adoption or other permanency plan. The SDM assessment tools are utilized at every stage of a referral and case, whenever a safety and risk determination or placement decision is needed. The Department makes every effort to review the safety issues and resources available to enable children to be reunified or placed in the least restrictive/most family-like setting. Social workers meet with their supervisors to consult and review cases whenever necessary and supervisors are constantly monitoring their unit's caseloads through SafeMeasures for any late or missing information, such as case plans and contacts.

Cases involving dependent children are also reviewed in our juvenile court system at each stage of the case. When children are removed from their home there is a Detention hearing held within 48 hours to determine whether the child should be detained or returned home. If the children are detained there is a Jurisdictional/Dispositional hearing held to determine the plan for the family and whether the children will return home under Family Maintenance services or remain in care under Family Reunification services. After the Jurisdictional/Dispositional hearing there are review hearings set for 6, 12 and 18 months in advance. Special 3-month review hearings can be requested by counsel or ordered by the court to assess parent case plan progress. Once a permanent plan is established after Family Reunification has failed, regular 6-month review hearings are scheduled. In addition, County Counsel meetings with the social workers and their supervisor are held weekly to review and discuss legal issues related to cases on calendar for court.

Court Structure/Relationship

In Imperial County, court hearings for children placed into protective custody and court dependents are held at the Juvenile Court, located inside the Probation Department. The Juvenile Presiding Judge sits on the bench for this court and also presides over delinquency court. A designated social worker serves as the court officer and liaison and is responsible for calling the cases and managing the calendars. The court officer/liaison

takes notes in collaborations with the assigned county counsel and shares information (such as dates and times of contested hearings and important information verbally communicated in court) as needed with social workers and supervisors who have written the reports. The court officer/liaison also provides this information to clerical staff to be input into CWS/CMS as part of the record. For Probation, the District Attorney approves the petitions and the Probation Officer files the petition and serves as the court officer.

Child Welfare Services and the Probation Department work closely together to resolve procedural issues surrounding the 241.1 process. Whenever a child appears to come within the provisions of section 300 and section 602 of the Welfare and Institutions Code, Child Welfare Services and Probation must conduct a joint assessment to determine which status will serve the best interest of the child and the protection of society. In addition, the 241.1 protocol provides structure for an agreed-upon recommendation to be presented to the Juvenile Court, a framework for resolving disagreements between Probation and Child Welfare Services, and a means to determine if circumstances warrant the filing of a petition to change the minor's status. When differences of opinion occur, either department can request management involvement for a final decision.

Children and Family Services currently hosts quarterly Judges, Attorneys, County Counsel, Court Clerks and Social Services (JACCS) meetings to share information, announcements, training opportunities, and to develop agreed upon procedures and practices in an effort to improve working relationships. The JACCS group also participated in a focus group for the recent Peer Quality Case Review (PQCR), and continues to be kept apprised of improvement efforts. Additionally, Child Welfare Services and Probation routinely send staff to the annual Beyond the Bench convening to further build knowledge, skills and competency in Court matters.

Process for Timely Notification of Hearings

Children and Family Services is responsible for noticing of all parties involved in the juvenile dependency case, which include parents, children 10 years old and older, foster parents/relative caregivers, pre-adoptive parents, and the Tribe. Social workers verbally notice all caregivers, children, parents and Tribes of upcoming court hearings during their monthly contacts. Parents and children 10 years old and older are also sent written notice 14 days prior to the hearing. The notice includes the date, time and location of the hearing.

In regards to a 366.26 hearing where parental rights are going to be terminated, the parent is notified in person 45 days prior to the hearing. If the 366.26 hearing is to recommend long term foster care or legal guardianship, the parent is sent written notice 45 days prior to the hearing. Child Welfare Services strongly encourages foster parents, pre-adoptive parents, and relative caregivers as well as the children themselves to exercise an opportunity to be heard at any review hearing.

Contested hearings and/or continuances can extend the time it takes to complete a prior hearing. Child Welfare Services and County Counsel have been proactive throughout the years in objecting to continuances whenever possible. Some hearings have been delayed or continued because of late reports from social workers; however, such instances have been drastically reduced since the implementation of a supervisor-tracking tool that tracks the number of late court reports to identify trends or patterns by unit and by social worker.

Probation officers are required to provide notice of all court hearings (i.e. detention, pre-trial, jurisdictional, dispositional, DEJ and placement reviews) to minors, parents,

attorneys, caregivers and victims. All court information is input into One Solution, Probation's data monitoring system.

Process for Parent-Child-Youth Participation in Case Planning

Child Welfare Services believes that case plans should be informed by the Structured Decision Making Family Strengths and Needs Assessment (FSNA). They should be family centered, strength based, needs driven, and solution oriented. The case plan is written with the concept of the family as a partner. The emphasis for case plans is on safety and risk factors. The safety and risk language used in SDM assessments is shared with parents throughout the case plan process and social workers will review the family's progress with their case plan on a monthly basis. The social worker will consider family strengths and needs, and safety and risk elements that pertain to the family's current circumstance. At a minimum of every 6 months, a Family Strengths and Needs Reassessment is completed and the case plan is updated in collaboration with the social worker and the family.

Tools used to engage families and to explain their rights and responsibilities include DOJ/CACI Grievance Procedure Instructions and Request for Grievance Hearing, Parent's Guide to Dependency, and Civil Rights Brochures. In addition, the Department has recently begun Family Group Conferencing (FGC), which is an evidence-based model of collaborative meetings designed to promote family driven, cooperative planning and decision-making. Parents, family and prospective caregivers are included in the FGC where needs/concerns, planning for safety, reducing risk, and visitation are considered. This process allows the families to work together, with guidance from the Department, to develop case plan objectives that best meet the needs of the family.

Child Welfare Services, Probation, Behavioral Health Services, Imperial County Office of Education and Rite Track are part of a Multi-disciplinary Service Team (MST), which was developed in August 2011 to assess strengths and needs of child welfare and probation youth and families. Any child welfare youth at risk of placement in a group home and children transitioning back from group home placement will attend an MST. All probation youth are being ordered by the court to attend an MST. Minors and parents, along with the social workers and probation officers, are present during the MST and the minor's and parent's input is highly recommended and taken into consideration when making referrals to services and developing the case plan. The social workers and probation officers incorporate the MST recommendations into their case plan.

The MST program is still evolving and the focus will be slightly changing in the near future. From now on child welfare youth that have a detention hearing, excluding children age 0-5, will have an initial MST to conduct an assessment and make recommendations for services prior to the dispositional hearing. In addition, all children in a group home placement will have an MST prior to their 6 month review hearing and children transitioning back from a group home or reunifying with a parent will have an MST 90 days prior to the recommended change. For Probation, all youth in a moderate to high risk case who are in placement will have an MST prior to their 6 months review and all youth transitioning back from placement will have an MST 90 days prior to the recommended change.

Child Welfare Services and Probation recognize that youth emancipating from foster care and youth who were unable to reunify with their parents requires increase focus. Decisions regarding youth should be made with their participation in planning and in the consensus-based process of decision making. Permanency decisions should focus on the

future of the youth and not be bound or limited by past behaviors or circumstances. This was frequently expressed by foster youth during the CSA survey process along with the fact that youth just want to be given a chance to succeed.

Parent and youth participation in case planning is facilitated by Probation through face-to-face contact. All attempts are made to engage families in the development of the case plan; however, as discovered through the PQCR, there is a significant lack of parental involvement in any aspect of the Probation process. However, Probation has begun to address this deficiency through the use of the MST and has seen an increase in participation from both parents and minors in the case planning process as well as the parents being more open to services.

General Case Planning and Review

Child Welfare Services case plans are written utilizing a solution-focused, strength-based process, using Structured Decision Making assessments to address risk factors and to identify the focus of the case plan, as well as family engagement to develop a positive relationship with the family in the development of the case plan. Social Workers receive training in collaborating and use SafeMeasures to monitor their caseload and identify instances where the plan is in place, missing or expired, as well as identify cases coming due for case plan renewal. Supervisors also track case plan status by means of SafeMeasures and are alerted when a plan is in place, missing or expired. The SafeMeasures data is updated twice a week, which enables the supervisor to spot patterns or trends.

The Department of Social Services practices Linkages. If a family is receiving assistance from both Child Welfare Services and Eligibility (CalWORKS, Medi-Cal, and/or Food Stamps), the case is considered a linked case. A team comprised of the social worker, Welfare to Work social worker, and any other service provider working with the family will meet with the family to create a Coordinated Case Plan. The Coordinated Case Plan is developed with the family in order to prevent duplication of services and to provide the family with a clear plan. The Coordinated Case Plan will contain all of the requirements from both the Child Welfare Services and Welfare to Work case plans. A Coordinated Case Plan helps coordinate expectations, services, supports and timelines so families can be more successful in meeting each program's goals and prevent conflicts between the requirements of two separate plans.

During the PQCR process, Children and Family Services staff expressed the need for more staffing of high risk cases. Currently there is no defined process for the review of cases on a regular basis; however, in an effort to address this deficiency, the Department hopes to develop procedures in the near future.

The Probation Department reviews all referrals and coordinates with the District Attorney's office regarding the filing of any WIC 602 Petitions. Decisions are made regarding the level of intervention needed and recommended services to be provided based on the well being of the youth as well as the safety of the community.

Foster/Adoptive Parent Licensing, Recruitment and Retention

General Licensing, Recruitment and Retention

Child Welfare Services maintains consistent standards for foster family homes, including relatives and non-related extended family members. The Licensing Unit tracks compliance and works with the State Licensing Liaison for assistance with questions concerning the licensing process. The Licensing Unit provides orientations and trainings

for foster parents and tracks attendance for mandatory foster parent trainings. The Licensing Manager maintains compliance of criminal records clearances.

Imperial County's largest ethnic group is the Hispanic population. The County attempts to meet the needs of the Hispanic population by recruiting foster parents in both English and Spanish. In addition, the Department of Social Services website, which includes information on becoming a foster parent, has been translated into Spanish.

Children and Family Services continuously works to improve the recruitment of foster families. The Department has dedicated Licensing staff that are responsible for ensuring community presence and awareness of the need for foster families. Children and Family Services uses public service announcements, newspaper articles, community outreach presentations, booths at all the major fairs in the County and advertising to include billboards and table tents at the mall food court.

Children and Family Services supports and works to retain existing foster parents. A Foster Parent Newsletter is distributed to current caregivers through the local Foster Parent Association. In addition, the Department distributes a monthly listing of classes, workshops, activities and other available resources to support retention efforts. Training for foster parents is currently provided by the Imperial Valley College (IVC) and does not necessarily meet the needs of the foster families in Imperial County as the majority of them 37% are Spanish-speaking only and the trainings are conducted in English with limited translation services available. The Licensing Unit also arranges free enhanced trainings for foster parents through different local agencies to attempt to fill some of these gaps.

Through both the PQCR and the recent CSA surveys, staff and the caregivers themselves have expressed the need for more quality trainings for foster parents, especially in the area of dealing with behavioral issues and the effects of trauma on children. The belief is that caregivers are not equipped to deal with foster children because they have unrealistic expectations of a perfect child. These trainings will equip caregivers with the knowledge and skills they need to properly deal with the children placed in their homes and prevent continuous placement changes.

There are also programs and services offered to foster parents through the Family Resource Centers (FRC) located in communities throughout Imperial County. Foster parents also receive evidence-based parenting classes through the Child Abuse Prevention Council (CAPC) and participate in foster parent support groups through these parenting classes. The FRC and CAPC programs are provided through the use of CAPIT/CBCAP/PSSF funds.

Placement Resources

The most resounding concern for both Child Welfare Services and Probation is the need for more placement options. As of September 2011, there were 224 children in placement for Imperial County and there were only 84 Foster Family Homes and 30 Relative homes. Children and Family Services actively attempts to place with relatives first, but the existence of or lack of relatives in a child's home community cannot be controlled. In March of 2010, the Department implemented the Finding Families for Permanency and Lifelong Connections program, whose goal is to locate relatives for children in the foster care system in order to establish a connection with the possibility of placement in the future. This is a fairly new program and the possible contributions to the Department's placement outcomes are not yet known.

There continues to be a shortage of homes in the County for children who enter the dependency system, especially for large sibling groups. As of March 2011, the number of children placed with ALL of their siblings was 50%. A goal of Children and Family Services is to keep sibling groups together whenever possible, but staff are faced with a challenge as few homes can meet the State requirements for suitable beds and/or bedrooms in a foster placement setting.

For youth with special needs, Children and Family Services works closely with a Public Health Nurse and San Diego Regional Center to make the best possible placement. In July 2010, the Department implemented the Multi-dimensional Treatment Foster Care (MTFC) program, which helps foster children in the stabilization and reunification with a parent, relative, or other permanent caregiver. The program focuses on decreasing antisocial behavior and increasing developmentally appropriate social skills and behaviors in order to allow the child to experience success at home, at school and in the community. The youth in the MTFC program receives a coordinated set of individualized services designed to meet his or her specific needs. The MTFC treatment team consists of the Program Supervisor, whose role involves coordinating all services and acting as the MTFC foster parent advocate. The team also includes a family therapist, an individual therapist, a youth skills trainer, a psychiatrist and the daily phone contact person. As of September 2011, the Department has had one successful graduation thus far and currently has 7 children placed in our specially trained MTFC homes.

For Probation, the lack of group homes within Imperial County has been a persistent concern. There are currently no group homes for delinquent youth in Imperial County, which means that all Probation youth in out-of-home care are placed out of county. The Probation Department also does not have a Family Finding program or Relative Home Approval Process. This limits the potential relative placement options and impacts the youth's rehabilitation process.

Quality Assurance System

CAPIT/CBCAP/PSSF

The Department of Social Services serves as the conduit and fiscal agent for the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP) and Promoting Safe and Stable Families (PSSF) funding streams. A Staff Services Analyst with Children and Family Services serves as the County liaison for the CAPIT/CBCAP/PSSF programs. All invoices for services are submitted by the providers to our Fiscal Department for processing and payment. Data is also reported to the liaison as necessary for completion of the Annual Report to the Office of Child Abuse Prevention. The liaison schedules on-site reviews of all Office of Child Abuse Prevention funded providers annually. The Department has a system to report any findings noted during the site review and recommends corrective action as necessary.

Currently data is collected through excel tracking sheets that each provider completes and turns in to the liaison annually prior to the completion of the Annual Report. This data consists of quantitative and demographic information on the population served. The demographic information consists of ethnicity and disability status of parent/child/family served.

The County Self-Assessment process has revealed opportunities for improvement in the overall quality assurance system for CAPIT/CBCAP/PSSF funds. Areas for improvement in oversight include:

- Developing a formalized review process requiring quarterly on-site reviews for all OCAP funded programs.
- Identifying methodology that will be utilized to assess client satisfaction.
- Creating surveys based on the identified methodology and distributing them annually for all OCAP funded programs.
- Developing a more structured data collection system which will incorporate the state and federal outcome measures to develop a more qualitative analysis of all OCAP funded programs.
- Developing more effective fiscal and program accountability for all OCAP funded programs.

The improved system will utilize consumer feedback captured through surveys and on-site monitoring visits to the programs to capture qualitative data. The goal, to be addressed further in the System Improvement Plan (SIP), is to establish a formal process that results in the issuance of written monitoring reports that identify strengths and areas in need of improvement. These written reports would also include any findings and concerns and provide an opportunity for the contractor to address the findings and submit a corrective action plan. The liaison will monitor the contractor's implementation and resolution of the corrective action plan. The estimated timeframe for implementing these improvement efforts is after the completion of the SIP process in April 2012 and throughout fiscal year 2012/2013.

Child Welfare Services/Probation

Many of the quality assurance systems used by Child Welfare Services and Probation were discussed above in the Relevant Management Information Systems and Case Review System sections. Additionally, the recent County Self-Assessment surveys provided both Child Welfare Services and Probation with community and partner agency feedback. Children and Family Services also has a Staff Services Analyst who performs quality assurance reviews of individual sections for program performance on an annual basis. The information collected is prepared in a report of findings and recommendations that are then presented to both management and staff of that section for review and implementation of said recommendations.

Service Array

Availability of Services

This section presents and analyzes both the current services and the lack of programs and activities provided by public, private profit and nonprofit organizations that affect the continuum of services from prevention, child welfare and/or probation through aftercare. Imperial County utilizes an Interagency Steering Committee (ISC) to identify a wide variety of issues related to service delivery in the community. These issues range from drug and alcohol prevention to lack of quality services for at risk families in the community. The ISC oversees the Local Coordinating Committee (LCC), a collaboration of community service providers who meet every two months to develop and implement strategies to address the issues identified by the ISC.

Imperial County has a variety of services available to children and families:

- Multi-dimensional Treatment Foster Care (MTFC), assisting foster children in the stabilization and reunification with a parent, relative, or other permanent caregiver. The program focuses on decreasing antisocial behavior and increasing

developmentally appropriate social skills and behaviors in order to allow the child to experience success at home, at school and in the community.

- Child Abuse Prevention Council (CAPC), providing evidence-based parenting classes developed specifically to address parents involved in the child welfare process.
- Outreach, to increase awareness in the community of services and programs available through Children and Family Services and Probation. Outreach activities include informational booths at events such as the Annual Children's Fair, Honey Festival, College Job Fairs, and Community Health Fairs. Prevention flyers and promotional materials are available in English and Spanish in the lobbies of all Children and Family Services offices.
- Family Resource Centers, located at County school sites where parents can more conveniently access services. Family Resource Centers are located in Calexico, Winterhaven, El Centro, Brawley, and Niland.
- Sure Helpine, providing information and referral on a variety of issues to any individual in need. Providing crisis and sexual intervention, domestic violence counseling by Para-professionals. Counseling offered to victims as well as friends and family.
- Victim Witness, advocacy program providing support and assistance to victims and witnesses of crimes.
- Quechan Social Services, providing family services, Tribal daycare, victim services, and Native American health services.
- The Quechan Tribe offers cultural events for Native Americans who live in Imperial County and surrounding areas.
- Center for Family Solutions, providing anger management, counseling services, Women Haven shelter and assistance for abused and battered women and their children.
- Women's Shelter programs in Imperial County, providing shelter services to homeless women and their children.
- Rite Track Evening Learning Center, providing at-risk Probation youth a comprehensive, evidence-based curriculum to reduce gang violence and activity through education, awareness, family and community engagement.
- Thinking for a Change (provided through Rite Track), an integrated, cognitive behavior change program for Probation youth that includes cognitive restructuring, social skills development, and development of problem solving skills.
- El Centro Regional Medical Center (ECRMC) and Pioneers Memorial Hospital, serving the entire County.
- Clinicas de Salud del Pueblo, a medical clinic serving low income children and families throughout Imperial County.
- San Diego Regional Center (SDRC), providing information and services for children and adults with developmental disabilities in Imperial County. SDRC also provides early intervention services to children under the age of 3 for early detection of developmental delays or risk factors, in compliance with the California Early Intervention Services Act.

- Behavioral Health Services (BHS), providing mental health services to children and families as needed.
- Drug and Alcohol Services, including BHS Alcohol and Drug Services, BHS Perinatal program and several faith-based drug and alcohol treatment programs.
- CalWORKS Linkages, providing services to families that are receiving public assistance, preventing duplication of services by Children and Family services and Welfare to Work.
- Imperial County Office of Education (ICOE), providing special education, child development services, migrant education, student well-being and family resources, academic and employment services, and alternative education.
- Public Health, offering the Child Health and Disability Program (CHDP) and other health related services to families in the County.
- Court Appointed Special Advocate (CASA), advocating for children's rights in the child welfare system.
- Children and Families Commission (First 5), providing support services to children 0-5 years of age, their parents and caregivers, with the goal of increasing the child's opportunities to thrive in constructive environments.
- March of Dimes, supporting the campaign for healthier babies with the goal to improve the health of babies by preventing birth defects, premature births and infant mortality.
- Nurturing Parenting Program, helping families build healthy emotional relationships and reduce family conflict and prevent mental illness by teaching them the skills to cope with and alleviate stress in the family. This program targets underserved stressed families with children age 0-19 and is provided by BHS through the use of Mental Health Services Act (MHSA) funding.
- Wrap-Around, to maintain children in the least restrictive placement consistent with safety and protection from abuse and neglect. Imperial County will be implementing in January 2012.
- Family Group Conferencing (FGC), collaborative meetings with parents, family and prospective caregivers designed to promote family driven, cooperative planning and decision-making, where needs/concerns, planning for safety, reducing risk, and visitation are considered.
- CHild Abuse Treatment (CHAT) program, providing victims of abuse (physical, sexual, and/or emotional) and neglect with therapy and intensive case management services in order to reduce the high incidence and negative impact of child abuse and neglect and children's exposure to violence in rural Imperial County. This program is available at the Winterhaven FRC and the El Centro FACT Center.
- Multi-disciplinary Service Team (MST), collaborative meetings with Child Welfare Services, Probation, BHS, ICOE, Rite Track, foster youth and parents designed to assess the strengths and needs of the youth and families in order to perform effective case planning to ensure appropriate service delivery.
- Imperial Valley Regional Occupational Program-Accessing Careers through Education (IVROP-ACE), providing Independent Living Program (ILP) services to foster and probation youth ages 14-21. The goal of this program is to help improve the quality of life for foster and probation youth by giving them the

resources and skills to gain employment that matches their talents, desires and needs.

- Independent Living Program (ILP), empowering youth through advocacy, life skills education, supportive services and community collaboration. This program is targeted for foster and probation youth ages 14-21.

Budget cuts have impacted the type and availability of services throughout the county, particularly Behavioral Health Services and Drug and Alcohol services. There is a particular need for increased bilingual Spanish counseling services, in-patient and out-patient substance abuse treatment programs, aftercare services, and in-county group homes for Probation youth. In addition to the CSA process, the Local Coordinating Committee (LCC) will be conducting a separate assessment of the available services in the community and identifying service gaps to be addressed. All members of the LCC participated in the CSA process and will be invited to attend the focus groups that will take place during the SIP process in an effort to develop the best strategies for improvement of local services.

CAPIT/CBCAP/PSSF Funded Services

CAPIT, CBCAP, PSSF and CCTF funds can be used to strengthen the service array of the community for prevention of child abuse and neglect, as well as for children and families receiving Child Welfare services. CAPIT/CBCAP/PSSF funding provides child abuse prevention and early intervention services throughout the county to ensure the health and well-being of children and families. Prevention services designed to keep families from getting involved in Child Welfare Services and Probation and which enable at-risk children to remain with their families include: evidence-based parenting classes, parent education resources, parent involvement programs, efforts to raise awareness of the risk factors for and indicators of child abuse and child abuse referral procedures.

Programs receiving funds serve a purpose along the continuum of children's services (0-5, school-age, and youth) that leads to improved long-term outcomes for the county's children and families. Services specifically funded through the Office of Child Abuse Prevention (OCAP) include:

- Family Resource Center Social Workers (PSSF), providing family support and preservation services to families in all communities throughout the county. Social workers serve children and families at risk of abuse or neglect and/or who are in crisis. Social workers assess families to identify risk factors and refer to appropriate preventative services, such as parenting, counseling, Behavioral Health Services, substance abuse treatment, and domestic violence/anger management services, in an effort to ensure families do not enter the child welfare or probation systems. FRC social workers also conduct home visits in an effort to conduct family assessments and provide assistance with transportation when needed.
- Adoptions Social Workers (PSSF), providing Adoption promotion and support services to children and families in Imperial County. Social workers perform public awareness and recruitment efforts for prospective adoptive parents at community fairs throughout the county. They also provide support and assistance through referrals to services such as parenting, behavioral health services, counseling and respite care for existing adoptive parents throughout the adoptive process as well as after the adoption has been finalized. In addition, Adoptions

social workers conduct home visits with prospective adoptive parents during the assessment portion of the adoption process.

- Court Intervention Social Workers (PSSF), providing families in the child welfare system with time-limited reunification services. Social workers provide referrals to services such as substance abuse treatment, behavioral health services, domestic violence/anger management, and temporary child care for parents at the onset of their child welfare case to assist them in reunifying with their children in the quickest, healthiest way possible. Court Intervention social workers also provide direct services, such as home visitation and transportation to and from services and court hearings.
- Systematic Training for Effective Parenting (STEP) (CBCAP & CCTF), a basic parenting course provided by Imperial County Child Abuse Prevention Council (CAPC), which has an evidence-based curriculum designed for any member of the community. This is an 8-10 week course (2 hours each week) that is available in various cities throughout the county. Classes are held in both English and Spanish and free child care services are provided for parents attending the course.
- Advanced STEP Parenting Course (CAPIT & CCTF), a 14-16 week advanced parenting course provided by Imperial County CAPC, which is designed for families who are court-ordered to complete a parenting course in order to assist them in reunifying with their children. Classes are provided in various cities throughout the county, in both English and Spanish, with free child care services available for parents attending the course.
- Mandated Reporter Trainings (CBCAP & CCTF), provided by Imperial County CAPC to school districts in Imperial County, San Diego State University, and Imperial County Office of Education Childcare Providers. This is a two hour training focused on state mandates for reporting, who is mandated to report, safeguards for reporting, penalties for failure to report, what child abuse is and how to recognize it, behavioral indicators of abuse, parental clues to abuse, what happens after a report is made, the Child Abuse Central Index, cultural diversity and when the reporter responsibilities end.
- Annual Children's Fair (CBCAP & CCTF), provided by Imperial County CAPC in an effort to provide public awareness and education about child abuse prevention. It is meant to be an inexpensive, fun-filled day at the park for families. Numerous community organizations are represented to inform the public about available resources for children and families. The general message to parents is, "It's not easy being a parent, but you are not alone."
- Prevention and Intervention Services (CBCAP & CCTF), provided by Imperial County CAPC to the entire community through participation at community health and resource fairs, as well as public and parent presentations regarding programs which encourage enrollment. In addition, CAPC collaborated with Pioneers Memorial Hospital and Birth Choice to disseminate information about Parent Education programs and child abuse prevention information, resource and referrals following childbirth preparedness classes held at the local hospital.
- Parent Education Facilitator Training and Teen Esteem Program (CAPIT), provided by Imperial County CAPC as part of the parent education program. CAPC utilizes a Licensed Clinical Social Worker to provide training to all facilitators for the Parent Education Course, which includes coverage of the STEP

curriculum. CAPC also provides a Teen Esteem program designed for youth ages 13 to 17.

- Support for Liaison and Parent Trainings, Conferences and Meetings (CBCAP, CAPIT, & CCTF), provides for OCAP liaison, CAPC director and parents to attend meetings such as the Annual Maltreatment Conference sponsored by Rady Children's Hospital, Mandated Reporter Training with the Chadwick Center, and the Regional CAPC Coalition meeting with all Southern California CAPCs.
- Children Services Resource Manual (CCTF), developed and provided by the Sure Helpline, which is a crisis intervention hotline in the community. This resource manual contains local, regional, and national contact information for agencies that provide any type of children's services.

Child Welfare Services uses Structured Decision Making tools to assess the strengths and needs of families and to ensure the safety of children. Probation uses the Positive Achievement for Change Tool (PACT), a validated risk assessment tool to help identify the youth's major needs, strengths, barriers, and incentives and produce an effective case management plan. Additionally, agencies frequently meet together with families to discuss available and appropriate services.

Imperial County has a very small Native American population, with the Quechan Indian Tribe located in the Winterhaven area. The Department has a social worker specifically assigned to handle all Indian Child Welfare Act (ICWA) cases and attends monthly Child Protection Team (CPT) meetings to discuss tribal families involved or who may be involved with child welfare services. The Department strives to comply with the ICWA, as outlined in Division 31-515 and 31-525, and during the Detention Hearing the Native American Ethnic relationship status is asked for. If an Indian child is identified, the proper notification is sent to all tribes.

As mentioned previously, concerns regarding the lack of available services in the Winterhaven area and the need for more Indian foster parents were identified by the tribal community through the CSA survey process. Children and Family Services and Probation will be looking at these concerns closely and will make every effort to address the issues as quickly as possible.

Staff/Provider Training

Children and Family Services has a Staff Services Analyst dedicated to staff development, which includes developing and providing trainings in services and skills encompassing Best Practices (family-centered, strength-based, needs-driven, solution-oriented and community-based) to better equip staff to facilitate safety, permanency and well-being for the county's children and families. The Department contracts with the Public Child Welfare Training Academy (PCWTA) to provide new social workers with the state mandated Core Module trainings. Certain Social Worker Core topics are mandated to be completed within the first year of employment and remaining topics are mandated to be completed with 2 years. Social worker supervisors are also mandated to complete a Social Worker Supervisor Core within one year of being hired or promoted and must also complete 40 hours of continuing training every 24 months.

The Staff Development Analyst tracks completion of Core trainings on an internal excel tracking sheet to ensure that all newly hired social workers complete Core training within the first two years of employment. This tracking sheet also tracks training hours for all social workers in order to comply with the state mandates for ongoing training for social workers. Ongoing training is provided primarily by PCWTA and UC Davis. However,

the Department attends additional child welfare related trainings that are provided by various organizations.

As previously mentioned, foster parents receive monthly training through Imperial Valley College (IVC) and additional trainings provided through Children and Family Services. The local Foster Parent Association meets monthly and provides support for foster parents. They also distribute a Foster Parent Newsletter to educate, support and connect foster parents, relative caregivers and adoptive parents.

Probation Officers are required to complete 40 hours of Standards and Training for Corrections certified training every year. In addition, they receive training on Division 31 regulations, Foster Care Title IV-E Eligibility, Adoptions and Safe Families Act (ASFA), Independent Living Program (ILP) services, and ICWA updates.

Agency Collaborations

Collaboration with Public and Private Agencies

As discussed throughout this report, Children and Family Services is involved with the community at a number of different levels. Child Welfare Services collaborates with community partners at all stages of a child welfare case, from Intake through Permanency Planning. Outreach occurs countywide, as the Department strives to educate the community on services and policies and simultaneously gain knowledge about services provided by other agencies in the community. Probation also collaborates with numerous public and private agencies. Both Departments attend meetings throughout the community in an effort to partner and increase visibility and understanding. Some examples of the community agencies that the Departments collaborate with and committees participated in include:

- Interagency Steering Committee (ISC)
- Local Coordinating Committee (LCC)
- Family Resource Centers (FRC)
- Child Abuse Response Team (CART)
- Child Death Review Team (CDRT)
- Child Abuse Prevention Council (CAPC)
- Center for Family Solutions (CFS)
- Public Health Department
- Imperial Valley Regional Occupational Program (IVROP)
- Accessing Careers through Education (ACE)
- Behavioral Health Services (BHS)
- CalWORKS
- Imperial County Sheriff's Office (ICSO)
- Imperial County Office of Education (ICOE)
- Sure Helpline
- Employment Development Department (EDD)
- Quechan Social Services

The community based agencies in Imperial County participate in the Local Coordinating Committee (LCC), which is driven by the Interagency Steering Committee (ISC), with

the goal to improve service delivery and availability in the community to better serve at risk children and families in the county. These committees take a look at prevention on a broad level, not specific to just child abuse, but focused on intervention at the earliest stage to prevent future delinquency, child abuse, substance use, etc. The participating community agencies share responsibility for contributing to the salary of the ISC Coordinator as well as the in-kind donation of time to participate in necessary meetings.

In addition, these same community partners are working together to develop a Family Justice Center for Imperial County, which will assist collaboration to improve prevention efforts in the county by centralizing services and providing a one-stop shop for families. This project is in the early planning stages and there is no funding source at this point; however, the ISC/LCC are looking at collocating with an agency that is already providing some of the services and receiving in-kind support from all the service providers involved.

The Family Resource Centers are also funded primarily through in-kind support. Initially the FRC's were funded through grants and the FACT Center still receives money from First 5 grants; however, the remaining agencies with a presence at the FRC's are only able to do so with in-kind support. The original agencies that collaborated to develop the FRC's were Probation, Public Health, Department of Social Services, Behavioral Health Services and the individual School Districts. Due to budget cuts throughout the county and state, the only agencies remaining are Department of Social Services, Behavioral Health Services and the School Districts. Although there is a community network through the LCC to address the 6 FRC's in the community, it is not currently active because the priorities of the school districts have changed.

Interaction with Local Tribes

As previously mentioned, Children and Family Services participates in the monthly CPT meetings at the local tribal council in Winterhaven, which has led to positive relationships with the local Quechan tribe. In addition, the tribal representative attends initial and ongoing court hearings with the ICWA families. Imperial County has designated two social workers, one at the referral investigation stage and one at the ongoing case stage, as tribal liaisons that attend the ICWA trainings and conferences. A member of the Quechan tribe, who also works for Quechan Social Services, served as a member of the CSA Advisory Group and participated in the CSA surveys and is anticipated to participate in the upcoming System Improvement Plan (SIP).

Probation currently does not have a Probation Officer specifically assigned to the San Pasqual School District or the local tribe; however, four Probation Officers are currently carrying low to moderate risk caseloads in the Winterhaven area.

SUMMARY ASSESSMENT

Imperial County's Children and Family Services and the Probation Department continue to strive to do well on all of the C-CFSR outcomes; however, through the PQCR and CSA surveys, the Departments have identified a few outcomes as needing improvement. The areas of focus identified were Preventative Services, Placement Stability, Reunification Services, Foster Care Reentry, and Adoptions.

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

Child Welfare Services is working to improve its rates of No Recurrence of Maltreatment.

The following strengths were identified:

- Social workers are committed to engaging families to ensure children are safely maintained in their homes whenever possible and appropriate.
- Since the implementation of SDM in August 2010, social workers have embraced the Safety and Risk Assessment tools to assist them in making appropriate removal decisions.

Areas in need of improvement include:

- Timely and consistent use of all Structured Decision Making assessments.
- Child Welfare Services needs to improve family engagement efforts through improved assessment of family situations.
- Increase collaboration efforts with family advocates, youth and parent partners.
- Aftercare services are needed to support families in maintaining stability and connecting with community resources for ongoing support.

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

- Explore Signs of Safety and the possible integration with Structured Decision Making, in an effort to provide social workers with practice strategies and concrete tools to enhance family participation and equitable decision-making.
- Refer families to the Rite Track program to provide 3 months of aftercare services to families exiting the child welfare system after dependency has been dismissed.
- Develop a plan for Parents Anonymous to provide a parent support group for parents going through the child welfare system in Imperial County.

Children are maintained safely in their homes whenever possible and appropriate

This outcome was not a focus of either the PQCR or the CSA, as Child Welfare Services and Probation have no strong concerns for these measures. However, some trends were noted.

The following strengths were identified:

- Child Welfare Services performs strongly on Timely Social Worker Visits with Child, as well as Timely Response to both Immediate and 10-day Referrals.
- Probation is now entering visits into CWS/CMS, which should allow for greater tracking of this measure in the future.

Areas in need of improvement include:

- Child Welfare Services needs to continue documenting in CWS/CMS, as visits are not consistently entered within the department mandated 48 hours time frame.
- Reduce the length of time of open referrals. Child Welfare Services often keeps referrals open past 30 days, which increases the need for more visits by the Emergency Response social worker.
- Probation needs to be conscious of the importance of entering data into CWS/CMS in order to obtain accurate information on this outcome measure.

Strategies for the future include:

- Work to increase collaboration with and referrals to community partners. This will decrease the need to keep low and moderate risk referrals that will not be promoted to a case open past 30 days.

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

Child Welfare Services focused on measures for this outcome during both the Peer Quality Case Review and County Self-Assessment.

The following strengths were identified:

- Social workers are committed to improving outcomes in placement stability.
- Social workers have a mindset NOT to use the county shelter as a placement, but to place children in a more family type environment at the initial removal.
- Family Maintenance/Family Reunification caseloads are currently low, thereby providing social workers more time to spend on each case.
- Imperial County has some pre-placement and aftercare services available, such as Court Appointed Special Advocates, Transitional Housing Program, Independent Living Program, and Thinking for a Change.
- Child Welfare Services has implemented Family Group Conferencing to assist with family engagement with the placement and reunification process.
- Probation has experienced and dedicated Placement Probation Officers who are committed to working to improve placement services for probation youth.

Areas in need of improvement include:

- Timely and consistent use of SDM assessments.
- Improve placement options for both Child Welfare Services and Probation.
- Provide appropriate and intensive training to foster parents and caregivers, especially on how to deal with behavioral issues and child trauma.
- Engaging children in the placement process.
- Create a placement unit to provide matching of the child to the appropriate placement.
- Engaging the family during Probation's placement process.
- Development of local placement resources for Probation youth.

Strategies for the future include:

- Child Welfare Services will be implementing Wrap-Around services in January 2012.
- Utilize trial home visits with caregivers prior to placement in an effort to determine the proper matching of child to the placement.
- Explore other options for foster parent and relative caregiver trainings to develop appropriate and diverse local caregivers.
- Educate both Child Welfare Services and Probation staff and foster youth on the options of continuing in foster care until age 21.
- Probation will continue to utilize the Multi-disciplinary Service Team (MST) to engage youth and families in the assessment and case planning process.

The continuity of family relationships and connections is preserved for children

Child Welfare Services focused on measures in this outcome during the County Self-Assessment.

The following strengths were identified:

- Social workers are very committed to placing with relatives, and work diligently to seek out relatives.
- Child Welfare Services has developed procedures for notification of families in compliance with Assembly Bill 938, which requires social workers to exercise due diligence to identify and engage relatives and to provide notice to those relatives when a child is removed from their home.
- Child Welfare Services implemented the Finding Families for Permanency and Lifelong connections program in March 2010 to search for relatives for children in out of home care to establish a connection and possible future placement.

Areas in need of improvement include:

- Trainings provided to caregivers by Imperial Valley College and Children and Family Services are not fully utilized by relative and non-related extended family member placements. While these providers are not required to attend the trainings requested of county foster family homes, Children and Family Services would like to encourage all placement providers to attend and develop trainings that appeal to relative and non-related extended family members.
- Both Child Welfare Services and Probation can better support relative and non-related extended family member placements with training and education.
- Probation places most youth in group homes and needs to improve locating and placing with appropriate relative and non-related extended family members.
- Engaging Probation families and maintaining family connections while youth are in placement.

Strategies for the future include:

- Provide training to CWS staff on the Finding Families for Permanency and Lifelong Connections program in an effort to prevent duplication of services.
- Develop a training curriculum for relative and non-related extended family members and educate them on the value of training.
- Probation to develop resources to overcoming barriers to family involvement while in placement.

Children receive services appropriate to their educational needs

The following strengths were identified:

- Imperial County utilizes the Imperial Valley Regional Occupation Program-Accessing Careers through Education (IVROP-ACE) program to provide Independent Living Program services to both child welfare and probation foster youth.
- Probation is now utilizing CWS/CMS, which should provide more continuity of information.

Areas in need of improvement include:

- Social worker and probation officer responsibility for gathering information needed for the Health and Education Passport, and entering the information into CWS/CMS.

Strategies for the future include:

- Develop a uniform process for collecting and sharing the information needed for the Health and Education Passport, and inputting the data into CWS/CMS.

- Explore the use of SafeMeasures Who's Who Report, which facilitates data collections for Emergency Response social workers to review prior to their first interview with the family. The report gathers information on such things as prior history, family information, and collateral contacts.

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

Imperial County has performed consistently well on these measures. However, as with the prior outcome, both Child Welfare Services and Probation will work to refine procedures associated with the Health and Education Passport.

The following strengths were identified:

- A Public Health Nurse is located at Children and Family Services and assists in ensuring the timely completion of health and dental exams.
- Child Welfare Services has an established procedure for the use of psychotropic medications.
- Probation is now utilizing CWS/CMS, which should provide more continuity of information.

Areas in need of improvement include:

- Consistency of data entry into CWS/CMS for both Child Welfare Services and Probation.
- Exchange of health records between agencies and placement resources.

Strategies for the future include:

- Develop a uniform process for collecting and sharing the information needed for the Health and Education Passport, and inputting the data into CWS/CMS.

ATTACHMENTS

Attachment 1: CSA General Survey

Imperial County Self-Assessment General Survey 2011

Imperial County Child Welfare Services (CWS) and Probation are currently conducting a state-mandated County Self-Assessment (CSA). With all of us struggling with budget cuts and staff shortages, we are trying to conduct this assessment in a way that will not be demanding of everyone's time for meetings. Your participation in this survey will be greatly appreciated to get a well-rounded result from our county.

1. Please select an item from below that best describes you.
    a. Community-based agency
    b. Family Resource Center/Education
    c. CWS/Probation Staff
    d. Parent
    e. Foster Youth
    f. Caregiver
    g. Court personnel (Judge, Attorney, County Counsel, Court Clerk)
    h. Tribal personnel
    i. Other (please specify) _____

2. What are the 3 most effective services you believe prevent children from entering Child Welfare Services or Probation? **(SELECT ONLY 3)**
    a. In-home support (home visits)
    b. Parental education (support groups)
    c. Substance abuse programs
    d. Counseling/Therapy (Individual/Family)
    e. Recreational programs
    f. School-based programs
    g. Job training and assistance
    h. Assistance for stable housing
    i. Other (please specify) _____

3. What are the 3 most effective services that you believe help families reunify? **(SELECT UP TO 3)**
    a. In-home support (home visits)
    b. Parental education (support group)
    c. Substance abuse programs
    d. Counseling/Therapy (Individual/Family)
    e. Parent/child visitation
    f. Domestic Violence Programs
    g. School-based programs
    h. Job training and assistance
    i. Assistance for stable housing
    j. Family Group Conferences (FGC)
    k. Other (please specify) _____

4. Which of the following do you think may hinder or delay reunification for families? **(SELECT UP TO 3)**
    a. Excessive (ineffective) case plan goals
    b. Lack of parent engagement
    c. Court Process
    d. Social Worker practice
    e. Parent's limitations
    f. Insufficient housing
    g. Wait list for services
    h. Lack of financial resources
    i. Lack of social/family support
    j. Lack of understanding of the system
    k. Lack of transportation
    l. Other (please specify) _____

5. Which do you believe are the 3 most effective services to increase placement stability for children in out of home care? **(SELECT UP TO 3)**
    a. Foster parent/Relative training and support
    b. In-home support (home visits)
    c. Parent/Child visitation
    d. Family Group Conferences (FGC)
    e. Child Care
    f. Special Care Rates
    g. Recreational activities
    h. Relative Search/Finding Families
    i. Sibling contact/visitation
    j. Respite
    k. Behavioral Health Services (BHS)
    l. Supportive educational setting
    m. Other (please specify) _____

6. What training do you believe social workers/probation officers need to better serve children and families? **(SELECT UP TO 3)**
    a. Family Engagement
    b. Child Development
    c. Domestic Violence
    d. Concurrent Planning (Backup Plan)
    e. Time Management
    f. Sexual Abuse
    g. Mental Health
    h. Substance Abuse
    i. Family Assessment Tools
    j. Indian Child Welfare Act (ICWA) laws and resources

k. Cultural Competence

l. Other (please specify) _____

7. The State and counties carry out activities to make sure quality services are available to children and families in the Child Welfare and Probation system. Which of the following activities are you aware of? **(CHECK ALL THAT APPLY)**

   a. System Improvement Plan (SIP)

   b. Peer Quality Case Review (PQCR)

   c. Fairness and Equity

   d. Child Abuse Prevention Council (CAPC)

   e. Child Death Review Committee

   f. Department of Justice Reviews

   g. Licensing of foster providers

   h. Judicial Council reviews

8. Do you feel that your input (opinions/ideas/concerns) regarding the Child Welfare System or Probation is solicited by the County of Imperial?

   a. Always

   b. Most of the time

   c. Sometimes

   d. Never

9. Do you feel that your input (opinions/ideas/concerns) regarding the Child Welfare System or Probation are heard by the County of Imperial?

   a. Always

   b. Most of the time

   c. Sometimes

   d. Never

10. If you have opinions, ideas or concerns regarding your local Child Welfare Services or Probation department do you know who to contact?

   a. Yes

   b. No

Attachment 2: OCAP Checklist

County Name: Imperial
Start date of the System Improvement Plan:
End date of the System Improvement Plan:

No.	Page in Guide	Element	Element Present (provide page no.)	Element Not Present	Element N/A
		Contact Information			
1	14	Name, mailing address, e-mail address, phone and fax number of lead agency (County CWS Agency)	2		
2	14	Name, mailing address, e-mail address, phone and fax number of CAPIT liaison	2		
3	14	Name, mailing address, e-mail address, phone and fax number of CBCAP liaison	2		
4	14	Name, mailing address, e-mail address, phone and fax number of PSSF liaison	2		
		Evidence the CSA was developed in collaboration with identified representation as directed by the CSA guide. The following list is pertinent to CAPIT/CBCAP/PSSF and does not include all core representatives.			
5	13	Submits a list of the CSA planning participants. Include a list of names with affiliations and identify which participant is representing the required core representatives .	6		
6	12	List includes: CAPC representative	6		
7	12	List includes: CAPIT/CBCAP/PSSF Liaisons	6		
8	12	List includes: Parent/consumers	6-7		
9	12	List includes: CCTF Commission or CAPC representative if acting as the CCTF Commission	6		
10	12	List includes: County Board of Supervisor's designated agency to administer CAPIT/CBCPA/PSSF	6		
11	12	List includes: PSSF Collaborative, if applicable	6		
		Demographics of General Population (Needs Assessment)			
12	15	County population	8		
13	15	Active Tribes in the county (Identify all federally recognized tribes)	8		
14	15	Number of children attending school	8		
15	15	Number of children attending special education classes	8		
16	15	Number of children born to teen parents	8		
17	15	Number of children who are leaving school prior to graduation	8		
18	15	Number of children on child care waiting lists	8		
19	15	Number of children participating in subsidized school lunch programs	8		
20	15	Number of children receiving age-appropriate immunizations	8		
21	15	Number of babies born with low-birth weight	8		
22	15	Number of families receiving public assistance (CalWorks)	8		
23	15	Number of families living below poverty level	8		
24	16	Number of families with no health insurance (suggested)	8		
25	16	County unemployment rate (suggested)	8		
26	16	County rate of drug and alcohol abuse (suggested)	8		
		CWS Participation Rates			
27	16	Number of children age 0-18 in population	9		
28	16	Number and rate of children with referrals	9		

29	16	Number and rate of first entries	9		
30	16	Number and rate of children with substantiated referrals (suggested)	9		
31	16	Number and rate of children in care (suggested)	9		
		Public Agency Characteristics - County Government Structure - Financial/ Material resources			
32	18	Description of opportunities, interagency collaborations and/or resources including CAPIT/CBCAP/PSSF funds, CCTF and other funding sources, and their impact on the ability to achieve positive outcomes for children and families.	15-17		
		Identify the page # for each outcome/measure analysis, if the analysis indicates either unmet need(s) or continued need(s) for services which qualify for CAPIT/CBCAP/PSSF funds. Indicate "N/A" if the outcome/measure analysis does not indicate a need to utilize CAPIT/CBCAP/PSSF funds.			
33	19	No Recurrence of Maltreatment	19-21		
34	19	No Maltreatment in Foster Care			X
35	19	Timely Response			X
36	19	Timely Social Worker Visits with Child			X
37	19	Reunification within 12 Months – exit cohort	24-25		
38	19	Median Time to Reunification			X
39	19	Reunification within 12 Months – entry cohort	26-27		
40	19	Reentry Following Reunification	27-28		
41	19	Adoption within 24 Months and Median Time to Adoption	28-29		
42	19	Adoption within 12 Months	29-30		
43	19	Legally Free within 6 Months			X
44	19	Adoptions within 12 Months (legally free)	31-32		
45	19	Exits to Permanency (24 Months in Care)			X
46	19	Exits to Permanency (legally free at exit)			X
47	19	In Care 3 Years or Longer (emancipated/age 18)			X
48	19	Placement Stability			X
49	19	No More Than 2 Placements within 12 Months			X
50	19	No More Than 2 Placements within 24 Months			X
51	19	Children Transitioning to Self-Sufficient Adulthood			X
52	19	Siblings Placed Together in Foster Care			X
53	19	Foster Care Placement in Least Restrictive Setting			X
54	19	Rate of ICWA Placement Preferences			X
55	19	Individualized Education Plan			X
56	19	Timely Health and Dental Exams			X
		Systemic Factors - Requirements of the Report			
		Relevant Management Information Systems (MIS)			
40	24	Description of the county's MIS or the process for gathering, storing and disseminating program information as required by CAPIT/CBCAP/PSSF.	46		
		Quality Assurance System			
41	26	Briefly describe how the designated county agency ensures effective fiscal and program accountability for the CAPIT, CBCAP, and PSSF vendor/contractor activities. This description must be specific to CAPIT, CBCAP, PSSF programs and not limited to a general description of current county policies. Briefly describe how prevention programs are evaluated, include:	51-52		
42	26	Description of the methodology used to assess client satisfaction.	51-52		

43	26	Describe how the county assesses the vendor's service delivery system to identify the strengths and needs.	51-52		
44	26	Describe the mechanisms used to report to the agency on the quality of services evaluated and needs for improvement.	51-52		
45	26	Description of the methodology or the process for reporting information regarding the outcome of the evaluation and issues of non-compliance.	51-52		
46	26	Description of the methodology or process used to evaluate the vendor/contractor to determine if the corrective action was developed and implemented.	51-52		
		Service Array			
47	27	Analysis of the efficacy and availability of the community-based and prevention-focused programs and activities provided by public and private, nonprofit organizations, including faith-based programs and how they fit in to an overall continuum of family-centered, holistic care.	52-57		
48	28	Description of services available to meet the needs of ethnic/ minority populations including an assessment of the availability of culturally appropriate services.	52-57		
49	28	Description of services and the delivery of services for children with disabilities and their families.	52-57		
50	28	Description of services and the delivery of services targeted to children at high risk for abuse or neglect.	52-57		
51	28	Description of services designed to enable children at risk of foster care placement to remain with their families when their safety and well-being can be reasonably assured.	52-57		
52	28	Description of services designed to help children achieve permanency by returning to families from which they have been removed or be placed for adoption or with a legal guardian or in some other planned, permanent living arrangement, and through post-legal adoption services.	52-57		
53	28	Description of services accessible to families and children in all geographical locations including isolated areas of the county.	52-57		
54	28	Description of services that can be individualized to meet the unique needs of children and families served by the agency.	52-57		
55	28	Description of services to Native American children	57		
56	28	Description of the availability of child abuse prevention education.	55-57		
57	28	Description of the availability of child and family health and well-being resources.	52-55		
58	28	Description of the existence of established networks of community services and resources, such as family resource centers or other comprehensive community service centers.	55, 58-59		
59	28	Description of outreach activities that maximize participation of parents as well as racial and ethnic populations, children, and adults with disabilities, and members of other underserved or underrepresented groups.	52-57		
60	28	Does the description of the service array (3a-3m) indicate which services are funded by CAPIT/CBCAP/PSSF.	55-57		
61	29	Description of the county's current efforts on the development and implementation of Evidence-based and Evidence-informed prevention program and practices	55-57		
		Training			

62	29	Description of county's infrastructure and capacity to allocate CAPIT/CBCAP/PSSF funds for county liaisons and parent consumers to attend required meetings, conferences, and training events.	56-57		
63	29	Description of additional training and technical assistance specifically for CAPIT/CBCAP/PSSF county liaisons, vendor/contractors, and parent liaisons/consumers.	55-57		
		Agency collaboration			
64	30	Description of the county/community partnership's extent of shared responsibility, risks, development of resources, supports, blending/braiding of multiple funding streams.	58-59		