

California – Child and Family Services Review Signature Sheet

For submittal of: CSA  SIP  Progress Report

County	San Joaquin County
SIP Period Dates	● October 2014 – October 2019
Outcome Data Period	● October 1, 2012 – September 30, 2013

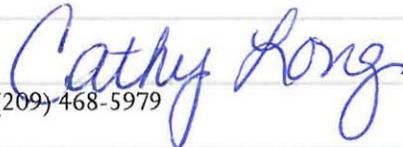
County Child Welfare Agency Director

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County Chief Probation Officer

Name	Stephanie James
Signature*	
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Mailing Address	575 W. Mathews Rd. French Camp, CA 95231

Public Agency Designated to Administer CAPIT and CBCAP

Name	Cathy Long
Signature*	
Phone Number	(209) 468-5979
Mailing Address	San Joaquin County Office of Education, P.O. Box 213030, Stockton, CA 95213

Board of Supervisors (BOS) Signature

BOS Approval Date	
Name	
Signature*	

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Mail the original Signature Sheet to:

Children's Services Outcomes and Accountability Bureau  
Attention: Bureau Chief  
Children and Family Services Division  
California Department of Social Services  
744 P Street, MS 8-12-01  
Sacramento, CA 95814

\*Signatures must be in blue ink

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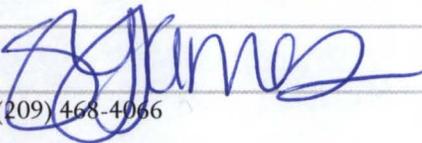
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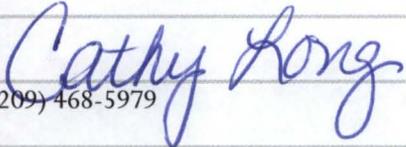
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# California - Child and Family Services Review

## County Self-Assessment



**SAN JOAQUIN COUNTY**  
**MAY 2014 – MAY 2019**



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## Introduction

The purpose of this County Self-Assessment (CSA) is for each County, in collaboration with their community partners, to perform an in-depth assessment of Child Welfare and Juvenile Probation programs. This analysis includes both qualitative and quantitative data and guides the County in planning for program enhancements and continuous quality improvement.

The County Self-Assessment is one of the three major components required by the California Children's and Families Services Review (C-CFSR). The C-CFSR emerged as a result of California's Child Welfare System Improvement and Accountability Act (AB 636). As required by AB 636, San Joaquin County Human Services Agency and Probation Department must analyze, in collaboration with key community stakeholders, their performance on critical child welfare and probation outcomes. These outcomes are measured using data from the statewide child welfare database. In addition to the outcome indicators, the Self-Assessment must review systemic and community factors that correspond to the federal review. The areas needing improvement will be addressed in the System Improvement Plan (SIP), which must also be developed in partnership with community partners. The SIP must both be approved by the San Joaquin County Board of Supervisors and submitted to the State.

In the past, counties have developed a separate plan for expenditure of federal and state funds for Promoting Safe and Stable Families (PSSF), Child Abuse Prevention, Intervention and Treatment (CAPIT) and Community Based Child Abuse Prevention (CBCAP). In June 2008, the California Department of Social Services (CDSS), in collaboration with the California Welfare Directors' Association, announced integration of the CAPIT, CBCAP, and PSSF plan into the California Children and Families Review (C-CFSR). In an effort to minimize duplicative processes, maximize resources, and increase partnerships and communication between organizations, the CAPIT/CBCAP/PSSF Plan has been integrated into the CSA and SIP process.

San Joaquin County's most recent Self-Assessment was completed in October of 2010 and the SIP followed completion in February 2011. Recent changes to the C-CFSR process has resulted in a change to the evaluation and reporting periods and the three-year cycle has been increased to five years to allow counties additional time to plan, implement and achieve their desired outcomes and objectives.

As required, San Joaquin County Children's Services and Juvenile Probation led the County Self-Assessment in partnership with the California Department of Social Services. The San Joaquin County Children's Services Coordinating Commission was also an active participant.

## C-CFSR Planning Team & Core Representatives

### C-CFSR Planning Team

Focus Area	Name	Organization
Child Welfare	John Greco	Children's Services
Child Welfare	Tasha Dunham	Children's Services
CDSS	Patricia Harper	California Department of Social Services Office of Child Abuse and Prevention
CDSS	Daniel Wilson	California Department of Social Services Outcomes and Accountability Bureau
Probation	Mark Elliot	Juvenile Probation
Probation	Rebekah Graham	Juvenile Probation
Consultant	Lisa Molinar	Shared Vision Consultants

### Core Representatives

Required Participant	Name	Organization
Child Abuse Prevention Council Representative (and Children's Trust Fund)	Cathy Long	Children's Services Coordinating Commission
County Board of Supervisor designated agency to administer CAPIT/CBCAP/PSSF Programs	John Greco	Child Protective Services
County Alcohol and Drug Department	Becky Gould	Deputy Director of Substance abuse services
County Health Department	Sue Gibson	Public Health Nurse
County Mental Health	Ellen Dunn	Behavioral Health Services
Juvenile Court Representatives	Judge Lucaccini	Juvenile Court Judge
Parents/Consumers	Parents attended a focus group and will remain anonymous. CDSS was in attendance at the focus group.	Parents
Resource Families	Resource families attended a focus group and will remain anonymous. CDSS was in attendance at the focus	Resource Families

	group.	
Youth Representative	Youth attended a focus group and will remain anonymous. CDSS was in attendance at the focus group	Youth

## The CSA Planning Process

To ensure continuous quality improvement, San Joaquin County has designated a team that acts as the driver of the C-CFSR process. The team meets regularly to ensure that all aspects of the C-CFSR are carried out. The C-CFSR Team is led by representatives from the County’s Children’s Services Bureau, the Juvenile Probation Department and the California Department of Social Services (CDSS).

## Participation of Core Representatives

All core participants were represented through either interviews, focus groups or surveys.

## Stakeholder Feedback

From January through February of 2014, fourteen focus groups, six individual interviews, and three surveys were conducted.

Focus groups were conducted with:

- ✓ Children’s Services Social Work Staff, Placement Social Work Staff, Supervisors, Managers and Deputy Director
- ✓ Children’s Services Parents, Youth, and Caregivers
- ✓ San Joaquin County Dependency Court Judges, County Counsel and Attorneys
- ✓ Staff and Supervisors of Mary Graham Children’s Shelter
- ✓ Mental Health and Substance Abuse Service Providers
- ✓ Large Service Providers/Prevention and Services Community Based Organizations
- ✓ Surveys were conducted with: Youth (both CPS and Probation), Caregivers and Community Members
- ✓ Probation Officers, Parents (individual informant interviews), Youth

The Focus groups were held at different locations to accommodate participants, including group homes, the Human Services Agency, San Joaquin County courthouse, a local hotel, San Joaquin County Office of Education and the Probation Department. Focus groups were scheduled from 60-90 minutes.

In addition, surveys were administered to youth, foster parents and the community. Survey results are provided in the appendix.

Individual informant interviews were held with Probation parents and lasted 30 – 45 minutes each.

## Summary of Findings from CSA

San Joaquin County has conducted a comprehensive and robust County Self-Assessment (CSA). The CSA is a structured process that specifically assesses child welfare services and the supervision of youth under probation while in foster care. This Assessment merges quantitative performance measures and qualitative methods to review County progress since the prior CSA, which was completed in 2011 and sets strategies for improving performance over the next five years. The CSA is the foundation for the strategic planning that will culminate in the System Improvement Plan (SIP) detailing those steps which the County will take to prevent child abuse and neglect and meet national outcome performance measures.

The San Joaquin County CSA was conducted from January to March 2014. The CSA consisted of peer reviews of both child welfare and probation cases and practice, by subject matter experts from other counties; focus groups of youth, parents, foster parents, mental health and AOD providers, social workers, probation officers, Mary Graham Children' Shelter staff, court personnel; and individual interviews of Probation parents. A community survey, caregiver survey and youth survey was also distributed and responses were incorporated into the CSA.

The Executive Summary presents the major conclusions which were reached during the CSA:

- Over the past decade, San Joaquin County's population growth rate exceeded the statewide rate with growth occurring in suburban areas. The Hispanic population grew to 40% of the total County population and was the fastest growing population group. The housing boom followed by the 2008 crash in the housing market, impacted the county severely including contributing to the City of Stockton's filing for bankruptcy.
- Participants in the County wide survey ranked the three primary causes of child abuse and neglect as poverty, drug abuse and the lack of services. The survey named crime and substance abuse/behavioral health needs as closely associated factors contributing to child abuse and neglect. Focus groups concurred with these opinions and identified unemployment, the rising poverty rate, shrinking community services, and accessibility to services as the primary obstacles to family stability and reunification.
- Inadequate services for Spanish speaking families were recognized as a serious deficit in County services. Recognizing that over one third of the County population is Hispanic and that a significant percentage of those families considered Spanish as their primary language, one of the biggest challenges continues to be to find the resources to work with bi-lingual and bi-cultural families.
- Although progress has been made on many of the goals set in current System improvement Plan, the majority of the challenges previously linked with effective child abuse prevention, timely reunification and appropriate and stable homes for child and youth persist.
- Finally, focus groups and participants in the community survey were in agreement that family instability caused by poverty, fractured family system, limited education, and multigenerational substance abuse continued to undermine families. Inadequate resources

including limited residential and substance abuse treatment options and behavioral health services compound these problems.

## Current Performance Towards SIP improvement Goals (2011 – 2014)

San Joaquin County Child Welfare Services identified two outcomes to focus on for the 2011 – 2014 System Improvement Plan. The following is an *abstracted* version of the most recent progress report with outstanding and ongoing action steps identified.

All of the data was extracted from the Center for Social Services Research: 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 Report for California. Retrieved June 2010, from University of California at Berkeley Center for Social Services research website. URL:

[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

### Safety

#### C 1.4 RE-ENTRY FOLLOWING REUNIFICATION

The national goal is 9.9% and the state average is 11.9%. San Joaquin County's target improvement goal is to reduce the percentage of children re-entering care in the year following exit to the state average of 11.9%. According to the Child Welfare Dynamic Report Q1 2013, the County rate in this measure is 17.9%. This rate is below the baseline but above our performance in previous years (10.4%) which was closer to the national standard.

#### S1.1 NO RECURRENCE OF MALTREATMENT

Recurrence of abuse and neglect is a safety measure that has been a priority within San Joaquin County. During the time period of October 1, 2009 to March 31, 2010, 92.7% of children who were victims of a substantiated maltreatment did not have a subsequent substantiated referral within six months. The national goal is 94.6% and the state average is 93.2%. In Q1 2013, the County rate for this measure is 92.9%. This is an improvement in the rate since the time of strategy selection, which was 92.7%. During our most recent SIP cycle, our performance had improved and we exceeded the state average were one tenth of one percent (94.5% v. 94.6%) within meeting the federal standard which is significant improvement in a short period of time.

### Child Welfare Services Strategies Status

**Strategy 1:** Implement a "warm hand-off" system as cases move from one social worker to another. This system will entail a face-to-face staffing between sending and receiving social workers and client introductions where possible. 90% of staff are trained on this protocol. The remaining 10% are newly employed social workers who will be trained on this protocol by their

direct supervisor. Under our system, receiving social workers will be responsible for monitoring their cases when “warm hand offs” take place. The supervisors of case carrying units collect and review the statistics of their individual social workers. The “Transfer cases” section is being updated in our Agency’s Children’s Services handbook to reflect these changes

**Strategy 2:** Redesign and implement evidence-based Team Decision-Making (TDM) into critical points in a case. San Joaquin County attempted to register TDM staff for training and learned that it was only being offered to counties who had been following the TDM model as prescribed by UC Davis’ Resource Center for Family-Focused Practice. Following discussions with management staff and focus groups comprised of supervisors and social workers, it was agreed that San Joaquin County would benefit from adopting TDM. A collective decision was made to work towards becoming an “official TDM county” to include gradually implementing the needed changes to our existing model while providing needed training to our facilitators and all child welfare staff. (TDM is practicing promise rather than an evidence-based practice)

**Strategy 3:** Conduct a system of graduated visits between children and parents to identify concerns before reunification. Conduct a pre-reunification TDM and follow-up case management administered by a Community Based Organization (CBO) before and immediately following reunification. All cases are staffed with social worker supervisors who address the transition process of minors returning home. The overall process includes extended visitation, TDM’s, assisting parents in understanding any medical needs of the child, encouraging parental involvement with the child’s school, family therapy, wrap-around services (as appropriate), and other services as necessary. Graduated visitation schedules are used to facilitate reunification and stability after reunification in the vast majority of cases (90%).

**Strategy 4:** Continue to monitor individual and unit compliance for Structured Decision-Making (SDM), a standardized risk-assessment tool, throughout all aspects of the case.

### **Action Steps**

1. Continue to monitor individual and unit compliance for SDM to identify issues, including training issues. Ensure 90% or greater compliance. From Sept 2012 – August 2013, the SDM Safety assessment completion rate was 89.4%; the SDM Family Strength & Needs assessment completion rate was 55.12%.
2. Educate staff on the use of *SafeMeasures*<sup>TM</sup> to assist with identifying case specific issues & providing remedy prior to performance issues. Supervisors receive their units’ *SafeMeasures* statistics each month. The supervisors review the statistics with their workers during unit meetings or individual conferences. Each supervisor and staff person has access to *SafeMeasures* to help him/her monitor casework and case planning.
3. Review and discuss CWS overall implementation and performance at monthly Management Meetings; include impact on Disproportionality issues. “Implementation”

refers to different initiatives and programmatic changes which are being implemented within the Agency.

**Strategy 5:** Continue to expand on the Disproportionality Project.

**Action Steps**

1. Continue to hold regularly scheduled meetings with a focus on forward motion and progress. Our disproportionality committee is currently focusing on engaged fathers in the Child Welfare Process and educating the community on what CPS (“CPS 101”) does. PDSA stands for “Plan Do Study Act” which is a small pilot project created by a small group of social workers to study the effectiveness and make changes before full agency roll out. There are several PDSAs which are in progress, including doing a presentation about “CPS 101” at local community organizations and Differential Response case managers meeting with fathers to specifically inquire about what they need from CPS. Additionally, there is a connection with “Friends Outside” to help children re-establish contact with incarcerated parents. Meetings include representatives from CPS, CBOs, parent partners and youth.
2. Develop mechanisms for updating and keeping all relevant data/progress made by the Disproportionality Team. Disproportionality has been discussed at quarterly Agency Bureau meetings where all staff from all programs are present. Division Chiefs discuss how to reduce disproportionality during their monthly division meetings. Additionally, a local reporter for The Stockton Record has attended monthly Disproportionality meetings and wrote an article last year (December 12, 2013) in the newspaper on Disproportionality in Child Welfare and our agency’s efforts to reduce disproportionality.

**Strategy 6:** Increase the availability of relative and Non-Related Extended Family Members placements and place children in approved homes as soon as possible.

**Action Steps**

1. Enhance relative searches by the standard use of Lexis/Nexis™ to identify as wide a range of relatives as possible for placements. Currently, there is one relative assessment social worker who has not been trained in use of the Lexis/Nexis program and does not have a user account. Account transferred to this relative assessment worker prior to Spring 2014. . Concurrent planning staff members use Lexis/Nexis to find family members when none have been identified by the family. There has been a slight decrease in the usage due to case carrying social workers providing names to relative assessment social workers, reducing the need for a further Lexis/Nexis search. There have been some staffing changes in this program, which may have also contributed to the decrease; however, currently the unit is fully staffed.
2. Incorporate TDMs at critical points in the case, including pre-detention and prior to any placement changes. TDMs are now held in conjunction with all placement changes.

Relative/NREFM assessments and placements are routinely discussed at the TDM meetings.

3. Develop a parent advocate/mentor to participate in TDM's. A parent partner has been identified and is working with the TDM workgroup. A parent partner has been identified and is working with the TDM workgroup. (Her name is Roxann Miller-Woodward.) She will continue to be available for consultation and review of documents sent to parents.

**Strategy 7:** Increase the availability and utilization of evidence-based techniques in identifying relative, foster parent and adoptive family recruitment. The Licensing Unit is connected to the community and has increased advertisement at local community events. The Recruitment Coordinator is involved in the Disproportionality Project, so where there are community events, the recruiter attends or makes recruitment literature available for those events. The licensing unit is utilizing public service announcements on TV, local multi-media advertising, billboards, fairs and booths at local community events to raise awareness regarding the need for foster and adoptive parents. In February 2012, the Foster Care Recruiter contacted a staff member from Yolo County and was informed that they created a tri-fold brochure, advertising foster care recruitment, and provided copies to their local utility company. The utility company in Yolo County then included the brochures when they sent the monthly bill to customers. As a result of this information, our Foster Care Recruiter created a tri-fold brochure and contacted our local utility company in San Joaquin County. However, the utility company responded that they could not insert the brochures in their mailings. The Foster Care Recruiter continues to use the brochures to pass out during recruitment events. Additionally, she worked with a marketing company to put up billboards throughout the county advertising foster care recruitment. She will continue to explore other methods from other counties.

**Strategy 8:** Increase the availability and utilization of evidence-based practices; specifically through parenting curriculums and reliable research-based practices. Parenting classes are made an integral part of the case plan in all instances where parenting skills have been deemed sub-standard. A new Request for Proposal initiated for a new Parenting program was awarded to Women's Center Youth and Family Services on September 20, 2013, for the contract period of December 1, 2013 through November 30, 2015.

**Strategy 9:** Continue to improve on Differential Response Program (DR) by expanding the number of referrals and encouraging contracted CBO's to increase their client engagement rates through employee training and professional development DR contracts are current through February 2014 and the agency continues to utilize the CBOs as major resources for our families. All DR agencies participate in the Disproportionality workgroup, thus having monthly access to CPS staff including the Division I Chief. Each CBO continues to have a CPS supervisor contact person to contact regarding any issues or problems they are encountering.

**Strategy 10:** Continue to increase awareness of and referral frequency to Differential Response. From Q3 2012 to Q2 2013, 2,700 referrals were submitted to the four contracted DR agencies. There is currently a high level of awareness and usage of the DR Program among our social

workers and CBOs and CBO staff. Social Workers have come to appreciate that DR services are valuable in their work with families and utilization rates are high.

## Synopsis of data

Outcome	Meet Federal Standard	Previous Performance	Showed improvement in the last SIP cycle Current Performance	
No Recurrence of Maltreatment	No	Oct 09 – Mar 10 92.7%	94.5% Fed: 94.6% State: 93.2%	↑
No maltreatment in Foster Care	Yes	Oct 12 – Oct 13 100%	100% Fed: 99.68% State: 99.75%	=
Timeliness to investigations 24 hours	No	July 10 – Sept 10 97.4%	93.9% Fed: 95% State: 96.9%	↓
Timeliness to investigations 10 day	No	July 10 – Sept 10 97.9%	88.7% Fed: 95% State: 89.8%	↓
Timely monthly visits	Yes	Oct 09 – Sept 10 76.6%	91.2% Fed: 90% State: 92.3%	↑
Reunification within 12 months	No	Oct 09 – Sept 10 55.2%	40.7% Fed: 75.2% State: 64%	↓
Median Time to Reunification	No	Oct 09 – Sept 10 11.3 months	13.5 months Fed: 5.4 months State: 8.2 months	↓
Reunification within 12 months	No	Apr 09 – Sept 09 26%	14.3% Fed: 48.4% State: 47.2%	↓
Re-entry following reunification	No	Oct 09 – Sept 10 18.4%	10.4% Fed: 9.9% State: 11.9%	↑
Adoption within 24 months	Yes	Oct 09 – Sept 10 31.9%	38.7% Fed: 36.6% State: 28.2%	↑
Median Time to Adoption	Yes	Oct 09 – Sept 10 29.8 months	26.2 months Fed: 27.3 months State: 29.8 months	↑

Adoption within 12 months	No	Oct 09 – Sept 10 17%	13.1% Fed: 22.7% State: 19.7%	↓
Legally Free within 6 months	Yes	Oct 9 – Mar 10 6.5%	8.5% Fed: 10.9% State: 6.8%	↑
Legally Free within 12 months	Yes	Oct 09 – Sept 10 66.4%	66% Fed: 53.7% State: 58.3%	↑
Exits to Permanency (24 months in care)	No	Oct 09 – Sept 10 16.4%	10.1% Fed: 29.1% State: 58.3%	↓
Exits to Permanency (Legally Free at Exit)	Yes	Oct 09 – Sept 10 94.5%	98.1% Fed: 98% State: 96.9%	↑
Long Term Care In care 3 yrs or longer (emancipated/ age 18)	No	Oct 09 – Sept 10 64.4%	61.2% Fed: 35.7% State: 60%	↑
Placement Stability (8 days to 12 months in care)	No	Oct 09 – Sept 10 85.7%	82.6% Fed: 86.0% State: 83.6%	↓
Placement Stability (12 to 24 months in care)	No	Oct 09 – Sept 10 63.7%	65.6% Fed: 65.4% State: 60%	↑
Placement Stability (At least 24 months in care)	No	Oct 09 – Sept 10 24.1%	27.4% Fed: 41.8%	↑
Siblings Placed together	No standard	Oct 2010 46.2%	40.7% State: 53.5 %	↓

Outcome	Meet Federal Standard	Showed improvement in the last SIP cycle
No Recurrence of Maltreatment	No	Yes
No maltreatment in Foster Care	Yes	Consistent
Timeliness to investigations 24 hours and 10 day	No	No
Timely monthly visits	Yes	Yes
Reunification within 12 months	No	No
Re-entry following reunification	No	Yes
Adoption	Yes	Yes
Exits to Permanency	No	Some composites
Placement Stability	No	Some composites
Siblings Placed together	No standard	No

All of the data was extracted from the Center for Social Services Research: 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 Report for California. Retrieved June 2010, from University of California at Berkeley Center for Social Services research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

## Currently Funded OCAP Programs

### Currently funded OCAP programs

Family Intervention Program provides services to families experiencing a high level of stress and/or who may be in need of life enhancing services to keep them from entering the Child Welfare System. The program assists families in identifying their strengths, needs, and provides services to non-system at-risk families, while increasing awareness and access to affordable community services. This is an effort to strengthen families within San Joaquin County while providing case management services, to reduce the recurrence of child abuse and/or domestic violence. Referrals came from multiple sources which included but was not limited to schools, counseling agencies, community based organizations, self-referred walk-ins, social workers, school counselors and law enforcement

Parenting/Life Skills classes reduce the risk factors of intimate partner violence and child abuse. The eight week parenting and 12-week co-parenting classes provide services to equip families with the knowledge and skills needed before Child Protective Services needs to intervene. The program is to educate parents about family dynamics, a child's developmental stages, and communication in order to prevent violence and abuse.

The child care program provides immediate short term and respite child care for families in San Joaquin County that are at risk of abuse or neglect or who may have entered into the Child Welfare System. Services enable parents to be compliant with mandated court ordered programs, search for jobs and/or housing, and attend medical or mental health appointments while knowing their child is in a safe environment.

## Recommendations for inclusion in the 2014 – 2019 System Improvement Plan

Based on all of the stakeholder feedback, review of the data, San Joaquin County Children's Services will focus on the following outcomes:

- Median Time to Reunification
- Re-Entry following reunification

Strategies that will be explored to improve these outcomes are:

1. Differential Response expansion
2. Implementation system wide of Safety Organized Practice
3. Continuous Quality Improvement
4. Parent Partners – develop a plan to implement, especially to support father engagement

San Joaquin County Juvenile Probation Services will focus on:

- Time to reunification

Strategies that will be explored to improve these outcomes are:

1. More help for parents – develop and utilize a referral form, ask them their needs, make referrals to the community
2. Data clean up in CWS/CMS – Youth remain in F.R. status even when they are returned home due to monitoring. Everyone gets WRAP when they return home as that helps parents and youth get supported in the transition. But in CWS/CMS it is coded as F.R., need to work out a way for those youth not to be in the F.R. numbers.

## Demographic Profile

### General County Demographics

San Joaquin County is located in the Central Valley of the State of California, just east of the San Francisco Bay Area. It is a land of beauty, recreation, and natural riches – from the waters of the Delta to the vines of the wine, San Joaquin boasts seven cities and opportunities for boating, fishing, camping and history – gathering. It is well known for its agriculture and the Stockton Port.

There are no tribes in San Joaquin County that are recognized by the Federal Government, Bureau of Indian Affairs. We assess for ICWA status on every case and follow the ICWA

protocol. Our social workers have received training in ICWA and when Native American children are identified we utilize tribal partners to assist in the provision of services.

## POPULATION

TABLE 1: GENERAL POPULATION OF SAN JOAQUIN, 4-YEAR CHANGE

	2008	2010	2012
California	36,756,666	37,253,956	38,041,430
San Joaquin County	667,556	685,306	702,612
Escalon	7,234	7,132	7,266
Lathrop	17,429	18,023	19,141
Lodi	61,055	62,134	63,301
Manteca	64,585	67,096	71,067
Ripon	14,346	14,297	14,686
Stockton	285,919	291,707	297,984
Tracy	78,671	82,922	84,669

Source: State Dept. of Finance, 2008; US Census Bureau, 2012 Population Estimates

San Joaquin County is located in California's Central Valley, covering approximately 921,600 total acres. There are 702,612 people residing in San Joaquin County, a 22% increase from 4 years earlier. San Joaquin County has seven incorporated cities: Escalon, Lathrop, Lodi, Manteca, Ripon, Stockton, and Tracy. The largest city is Stockton, the county seat. The county's overall population has increased, as has every city within the County. Manteca was the fastest growing city. Almost all of the cities have increased in population at a rate greater than the overall state.

## POPULATION GROUPS BY GENDER, RACE AND ETHNICITY

TABLE 2: DEMOGRAPHICS OF GENERAL SAN JOAQUIN COUNTY POPULATION, BY AGE AND GENDER

	Population	Female	Male
Total population	685,308 (100.0%)	344,076 (50.2%)	341,230 (49.8%)
Under 5 years	54,228 (7.9%)	26,408 (3.9%)	27,820 (4.1%)
5 to 9 years	54,810 (8.0%)	26,830(3.9%)	27,980 (4.1%)
10 to 14 years	56,165 (8.2%)	27,396 (4.0%)	28,769 (4.2%)
15 to 19 years	58,382 (8.5%)	27,985 (4.1%)	30,397(4.4%)
20 to 24 years	48,451 (7.1%)	23,171 (3.4%)	25,280 (3.7%)
25 to 29 years	46,230 (6.7%)	22,570 (3.3%)	23,660 (3.5%)
30 to 34 years	44,585 (6.5%)	22,425 (3.3%)	22,160 (3.2%)
35 to 39 years	44,909 (6.6%)	22,750 (3.3%)	22,159 (3.2%)
40 to 44 years	45,829 (6.7%)	22,719 (3.3%)	23,110 (3.4%)
45 to 49 years	47,474 (6.9%)	23,721 (3.5%)	23,753 (3.5%)
50 to 54 years	44,365 (6.5%)	22,222 (3.2%)	22,143 (3.2%)
55 to 59 years	37,649 (5.5%)	19,379 (2.8%)	18,270 (2.7%)
60 to 64 years	31,048 (4.5%)	16,025 (2.3%)	15,023 (2.2%)
65 to 69 years	22,389 (3.3%)	11,957 (1.7%)	10,432 (1.5%)
70 to 74 years	16,141 (2.4%)	8,780 (1.3%)	7,361 (1.1%)

75 to 79 years	12,575 (1.8%)	7,140 (1.0%)	5,435 (0.8%)
80 to 84 years	10,134 (1.5%)	6,083 (0.9%)	4,051 (0.6%)
85 years and over	9,942 (1.5%)	6,515 (1.0%)	3,427 (0.5%)

Source: U.S. Census Bureau, 2010 Census.

There are slightly more females than males in the overall population. The median population age is 32.6 years. The adult population 25-54 years is the largest demographic at 33.8%. Youth under age 19 comprise 32.5% of the overall population.

TABLE 3: DEMOGRAPHICS OF GENERAL SAN JOAQUIN COUNTY POPULATION, BY RACE

RACE	Total Population
<b>One Race</b>	<b>641,511 (93.6%)</b>
White	349,287 (51%)
Black or African American	51,744 (7.6%)
American Indian and Alaska Native	7,196 (1.1%)
Asian	98,472 (14.4%)
Some Other Race	131,054 (19.1%)
<b>Two or More Races</b>	<b>43,795 (6.4%)</b>
White; American Indian and Alaska Native	4,901 (0.7%)
White; Asian	9,443 (1.4%)
White; Black or African American	4,294 (0.6%)
White; Some Other Race	10,303 (1.5%)
<b>Total Population</b>	<b>685,306 (100%)</b>

Source: U.S. Census Bureau, 2010 Census.

TABLE 4: DEMOGRAPHICS OF GENERAL SAN JOAQUIN COUNTY POPULATION, BY RACE-HISPANIC/LATINO

HISPANIC OR LATINO	Total	Percent
Total population	685,306	100.0
Hispanic or Latino (of any race)	266,341	38.9
Mexican	233,442	34.1
Puerto Rican	4,727	0.7
Cuban	614	0.1
Other Hispanic or Latino [5]	27,558	4.0
Not Hispanic or Latino	418,965	61.1

Note: People who identify their origin as Spanish, Hispanic, or Latino may be of any race. Thus, the percent Hispanic should not be added to percentages for racial categories. Source: U.S. Census Bureau, 2010 Census.

TABLE 5: SAN JOAQUIN COUNTY POPULATION PROJECTIONS BY RACE/ETHNICITY: 2020

	Race/Ethnicity							
	Total (All race groups)	White, not Hispanic or Latino	Black, not Hispanic or Latino	American Indian, not Hispanic or Latino	Asian, not Hispanic or Latino	Native Hawaiian and other Pacific Islander,	Hispanic or Latino	Multi-Race, not Hispanic or Latino

						not Hispanic or Latino		
California	40,643,643	14,877,111	2,258,934	175,465	5,432,231	151,810	16,573,840	1,174,252
San Joaquin	810,845	264,515	61,372	3,586	122,994	3,192	329, 84	26,102

Source: State of California, Department of Finance, Report P-1 (Race): State and County Population Projections by Race/Ethnicity, 2010-2060. Sacramento, California, January 2013.

Residents of San Joaquin County are racially/ethnically diverse. In 2010, Caucasians made up 51% of the county population, 15% Asian, and 7.6% Black/African American. Thirty-nine percent of the San Joaquin County's population reported Hispanic/Latino origin. Over the next decade, Caucasians will comprise 33% of the county population while Latinos are projected to increase to 40%. By 2060, the Hispanic/Latino Population is expected to increase 176%, more than doubling the Caucasian population. Caucasians will account for 24% of the population, followed by Asians at 14%.

TABLE 6: LANGUAGES SPOKEN AT HOME

Subject	San Joaquin County, California		
	Total	Percent of specified language speakers	
		Speak English "very well"	Speak English less than "very well"
Population 5 years and over	640,972	81.5%	18.5%
Speak only English	60.1%	(X)	(X)
Speak a language other than English	39.9%	53.7%	46.3%
Spanish or Spanish Creole	26.0%	52.9%	47.1%
Other Indo-European languages	4.2%	65.4%	34.6%
Asian and Pacific Island languages	9.0%	49.7%	50.3%
Other languages	0.7%	67.9%	32.1%

Source: U.S. Census Bureau, 2010-2012 American Community Survey, [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_12\\_3YR\\_S1601&prodType=table](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_12_3YR_S1601&prodType=table)

Among people at least five years old living in San Joaquin County, California in 2012, about 40 percent spoke a language other than English at home. Of those speaking a language other than English at home, 26 percent spoke Spanish. Of those who speak a language other than English, 46 percent reported that they did not speak English "very well."

**HOUSEHOLD INCOME, EMPLOYMENT, AND POVERTY**

The median income of households in San Joaquin County increased from \$41,282 in 2000 to \$50,722 in 2010. Fourteen percent of households had income below \$15,000 a year and 9% had income over \$150,000 or more<sup>1</sup>. Seventy-nine percent of the households received earnings and 18 percent received retirement income other than Social Security. Twenty-seven percent of the households received Social Security. The average income from Social Security was \$15,930. These income sources are not mutually exclusive; that is, some households received income from more than one source<sup>2</sup>. Despite the increase in income in 2010, the average median household income is still below that of California as whole at \$54,283<sup>3</sup>. As of 2012, San Joaquin County's median household income had increased to \$53,895, while California's increased to \$61,400.

TABLE 7: AVERAGE HOUSING COSTS, SAN JOAQUIN COUNTY

	San Joaquin County	California
Median value of owner-occupied housing units, 2007-2011	\$264,600	\$421,600
Households, 2007-2011	212,902	12,433,172
Persons per household, 2007-2011	3.11	2.91
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$22,857	\$29,634

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits

TABLE 8: EMPLOYMENT STATUS, SAN JOAQUIN COUNTY

	California		San Joaquin County	
	Estimate	Percent	Estimate	Percent
Population 16 years and over	29,163,075	-	510,392	-
In labor force	18,821,426	64.5%	320,348	62.8%
Civilian labor force	18,673,806	64.0%	320,170	62.7%
Employed	16,614,362	57.0%	269,936	52.9%
Unemployed	2,059,444	7.1%	50,234	9.8%
Armed Forces	147,620	0.5%	178	0.0%
Not in labor force	10,341,649	35.5%	190,044	37.2%

<sup>1</sup> U.S. Census Bureau, 2012 American Community Survey

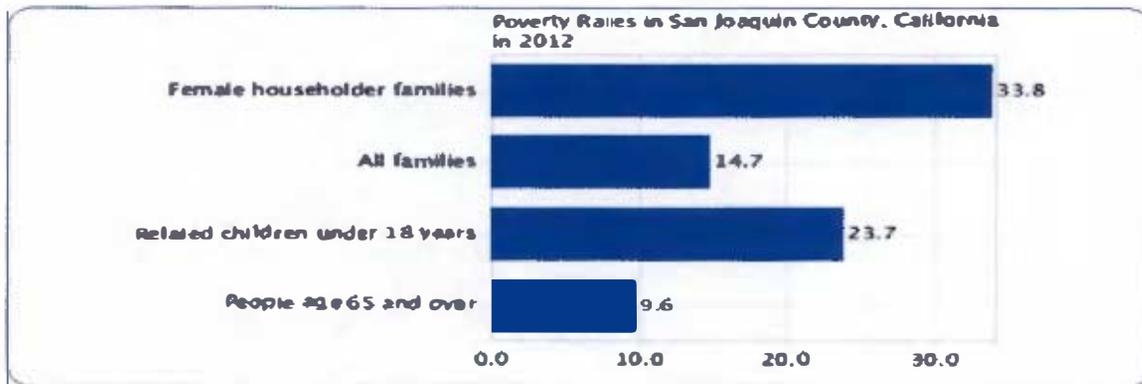
<sup>2</sup> U.S. Census Bureau, Census 2000 Summary File 1

<sup>3</sup> U.S. Census Bureau, Current Population Survey, Annual Social and Economic Supplements

Civilian labor force	18,673,806	18,673,806	320,170	320,170
Percent Unemployed	(X)	11.0%	(X)	15.7%

Source: U.S. Census Bureau, 2008-2012 American Community Survey

In San Joaquin County, approximately 52 percent of the population ages 16 and over in the labor force was employed; 37.2 percent were not currently in the labor force.<sup>4</sup>



In 2012, 23.7% percent of related children under 18 were living below the poverty level, compared with 10 percent of people 65 years old and over. Approximately fifteen percent of all families and 34 percent of families with a female householder and no husband present had incomes below the poverty level.<sup>5</sup>

TABLE 9: SAN JOAQUIN COUNTY POINT-IN-TIME HOMELESS COUNT 2011

Location	Count
Emergency shelter	1,519
Transitional housing	582
TANF housing assistance	193
Unsheltered	347
<b>Total</b>	<b>2,641</b>

Source: San Joaquin County, 2011 Point-in-Time, Homeless Count Report. Of the homeless survey respondents, Caucasians made-up 51%, African Americans 27%, and Hispanics 26%. Twenty-nine reported having a disabling condition. Nearly 50% were between the ages of 30 and 59 years of age. Only 3% are employed. 11% completed grade 12 or above. Obtained directly from [http://www.sjgov.org/commdev/cgi-bin/cdyn.exe/handouts-neighpresv\\_2011HomelessCountReport?grp=handouts-neighpresv&obj=2011HomelessCountReport](http://www.sjgov.org/commdev/cgi-bin/cdyn.exe/handouts-neighpresv_2011HomelessCountReport?grp=handouts-neighpresv&obj=2011HomelessCountReport)

<sup>4</sup>U.S. Census Bureau, 2012 American Community Survey

<sup>5</sup>Source: U.S. Census Bureau, 2012 American Community Survey

There are no federally recognized tribes in San Joaquin County.

## Child Maltreatment Indicators

According to the Office of Child Abuse and Neglect<sup>6</sup>, there is no single known cause of child maltreatment, nor is there any single description that captures all families in which children are victims of abuse and neglect. Child maltreatment occurs across socio-economic, religious, cultural, racial, and ethnic groups. While no specific causes definitively have been identified that lead a parent or other caregiver to abuse or neglect a child, research has recognized a number of factors or attributes commonly associated with maltreatment. Children within families and environments in which these factors exist have a higher probability of experiencing maltreatment. It must be emphasized, however, that while certain factors often are present among families where maltreatment occurs, this does not mean that the presence of these factors will always result in child abuse and neglect.

Risk factors associated with child maltreatment can be grouped in four domains:

- Parent or caregiver factors
  - Family factors
- Child factors
  - Environmental factors

No consistent set of characteristics or personality traits has been associated with maltreating parents or caregivers. Some characteristics frequently identified in those who are physically abusive or neglectful include low self-esteem, an external locus of control (i.e., belief that events are determined by chance or outside forces beyond one's personal control), poor impulse control, depression, anxiety, and antisocial behavior. Children are not responsible for being victims of maltreatment. Certain factors, however, can make some children more vulnerable to maltreating behavior. The child's age and development—physical, mental, emotional, and social—may increase the child's vulnerability to maltreatment, depending on the interactions of these characteristics with the parental factors previously discussed.

Infants and young children, due to their small physical size, early developmental status, and need for constant care, can be particularly vulnerable to child maltreatment. Very young children are more likely to experience certain forms of maltreatment, such as shaken baby syndrome and nonorganic failure to thrive. Teenagers, on the other hand, are at greater risk for sexual abuse. Children with physical, cognitive, and emotional disabilities appear to experience higher rates of maltreatment than do other children.

### **ANALYSIS: PREVENTION STRATEGIES**

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<sup>6</sup>Child Welfare Information Gateway. Office on Child Abuse and Neglect, Children's Bureau. Goldman, J., Salus, M. K., Wolcott, D., Kennedy, K. Y. 2003

Regarding prevention strategies, San Joaquin County public officials, community organizations, and the public recognize that there is no single known cause of child maltreatment or juvenile delinquency. Consequently, prevention strategies incorporate best practices, successful statewide efforts to reach out to families, and increased use of community groups/events. The county prevention efforts are grounded in the knowledge that there is no single formula that describes families where child abuse and neglect is likely to occur and that maltreatment occurs across all socio-economic, religious, and cultural categories. It is important to also recognize the connection between child abuse and neglect and the juvenile justice system.

One in ten live births in San Joaquin County between 2001 and 2010 were by teen mothers. However, during that period, there has been a steady decline (20%) in the number of births by teen mothers which follows the statewide pattern. 4.9% of the mothers had received late or no prenatal care. One half of the teen mothers were Hispanic which corresponds to the overall County population. Focus group members indicated that there is a high degree of outreach regarding teen pregnancy prevention but language and cultural barriers may impact use of these services.

TABLE 1: NUMBER AND PERCENT OF LOW BIRTHWEIGHT BIRTHS, CALIFORNIA COUNTIES, 2001-2010

	CA	# of all live births	San Joaquin	% of all live births
2001	33,196	6.3	619	6.3
2002	33,859	6.4	680	6.7
2003	35,659	6.6	721	6.9
2004	36,481	6.7	743	6.7
2005	37,653	6.9	766	6.7
2006	38,517	6.9	835	7.1
2007	38,923	6.9	781	6.7
2008	37,663	6.8	790	7.2
2009	35,835	6.8	746	6.9
2010	34,692	6.8	746	7.0

Source: State of California, Department of Public Health, Birth Records

TABLE 2: NUMBER AND PERCENT OF LIVE BIRTHS TO TEEN MOTHERS (AGED 15-19), 2001-2010

	CA	% of all live births	San Joaquin	% of all live births
2001	52,966	10.0	1,257	12.8
2002	50,201	9.5	1,281	12.6
2003	49,330	9.1	1,271	12.2
2004	49,737	9.1	1,304	11.8
2005	50,017	9.1	1,299	11.3
2006	52,770	9.4	1,474	12.5
2007	53,393	9.4	1,351	11.7
2008	51,704	9.4	1,259	11.4
2009	47,811	9.1	1,214	11.2
2010	43,127	8.5	1,071	10.1

Source: State of California, Department of Public Health, Birth Records.

TABLE 3: NUMBER PERCENT OF LIVE BIRTHS WITH LATE OR NO PRENATAL CARE, 2010

	LATE OR NO PRENATAL CARE	PERCENT OF ALL LIVE BIRTHS
CA	15,995	3.2
San Joaquin	507	4.9

Note: Late prenatal care is care beginning in the third trimester. Source: State of California, Department of Public Health, Birth Records.

TABLE 4: LIVE BIRTHS, CALIFORNIA COUNTIES, 2002-2011 (BY PLACE OF RESIDENCE)

	Year		
	2009	2010	2011
California	526,774	509,979	502,023
San Joaquin	10,872	10,593	10,328

Source: <http://www.cdph.ca.gov/data/statistics/Documents/VSC-2011-0218.pdf>

TABLE 5: DEMOGRAPHICS OF LIVE BIRTHS IN SAN JOAQUIN COUNTY, BY RACE/ETHNICITY OF MOTHER, 2010 (BY PLACE OF RESIDENCE)

	Total	Hispanic	Non-Hispanic							
			2 or More Race Groups	American Indian	Asian	Black	Pacific Islander	White	Other Race	Unknown
California	509,979	257,269	10,285	1,910	60,654	27,704	2,235	140,670	345	8,907
San Joaquin	10,593	5,269	306	35	1,505	779	40	2,567	-	92

Source: State of California, Department of Public Health, Birth Records.

<http://www.cdph.ca.gov/data/statistics/Documents/VSC-2010-0233.pdf>

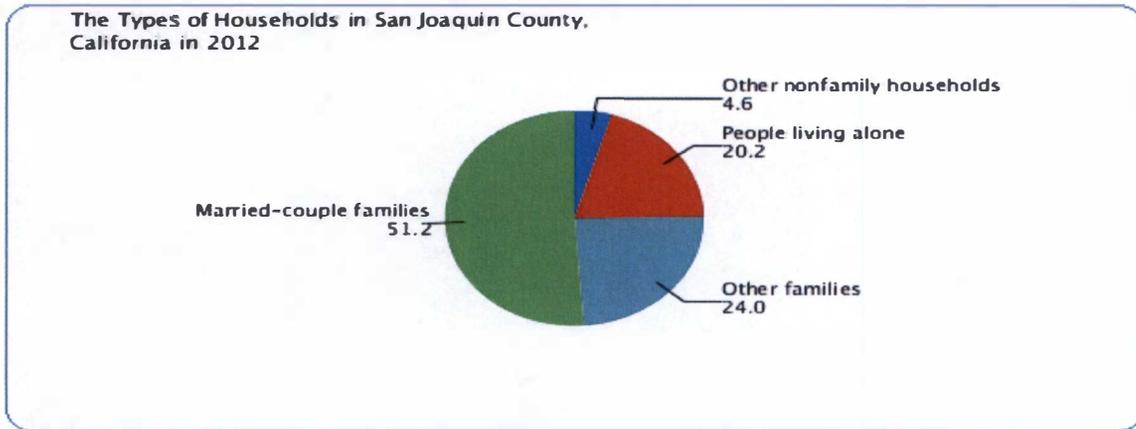
TABLE 6: MARITAL STATUS, BY GENDER

MARITAL STATUS	Total	Percent
<b>Males 15 years and over</b>	<b>254,476</b>	<b>100%</b>
Never married	93,880	36.9%
Now married, except separated	127,684	50.2%
Separated	4,736	1.9%
Widowed	6,099	2.4%
Divorced	22,077	8.7%
<b>Females 15 years and over</b>	<b>260,593</b>	<b>100%</b>
Never married	77,442	29.7%
Now married, except separated	124,603	47.8%
Separated	7,283	2.8%
Widowed	22,500	8.6%
Divorced	28,765	11.0%

Source: U.S. Census Bureau, 2007-2011 American Community Survey

## FAMILY STRUCTURE

In 2012 there were 216,000 households in San Joaquin County, California. The average household size was 3.2 people. Families made up 75% of the households in San Joaquin County. This figure includes both married-couple families (51 percent) and other families (24 percent). Of other families, 9 percent are female householder families with no husband present and children under 18 years. Nonfamily households made up 25 percent of all households in San Joaquin County. Most of the nonfamily households were people living alone, but some were composed of people living in households in which no one was related to the householder<sup>7</sup>.



In San Joaquin County, 43 percent of all households have one or more people under the age of 18; 26 percent of all households have one or more people 65 years and over.

TABLE 7: FAMILY STRUCTURE FOR CHILDREN IN HOUSEHOLDS, BY CITY, SCHOOL DISTRICT AND COUNTY (65,000 RESIDENTS OR MORE): 2008 – 2011

San Joaquin County	2008	2009	2010	2011
Female-Headed Household	22.3%	17.8%	20.5%	19.2%
Male-Headed Household	3.7%	6.7%	5.3%	4.8%
Married Couple (Opposite Sex)	63.8%	66.5%	63.1%	64.4%
Unmarried Couple (Opposite Sex)	9.8%	8.5%	10.5%	11.3%
Unmarried or Married Same-Sex Couple	0.2%	LNE	0.3%	0.1%
Other Households	0.3%	0.4%	0.3%	0.3%

Source: As cited on kidsdata.org, Population Reference Bureau analysis of data from the U.S. Census Bureau's American Community Survey microdata files (Jan. 2013).

<http://www.kidsdata.org/topic/41/families-with-children-type250/table#ind=41&loc=349&tf=16,37,46,64&ch=1072,1078,1077,1075,1074,1067&fmt=470>

<sup>7</sup> Source: U.S. Census Bureau, 2012 American Community Survey

TABLE 8: HOUSEHOLDS AND FAMILIES DEMOGRAPHICS, SAN JOAQUIN COUNTY- 2012

	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	215,761	16,155	35,660	53,395
Average household size	3.19	3.88	3.87	1.26
<b>FAMILIES</b>				
Total families	162,366	16,155	35,660	(X)
Average family size	3.69	3.50	3.61	(X)
<b>AGE OF OWN CHILDREN</b>				
Households with own children under 18 years	80,567	7,994	19,219	(X)
Under 6 years only	18.5%	19.4%	18.7%	(X)
Under 6 years and 6 to 17 years	26.9%	17.7%	22.9%	(X)
6 to 17 years only	54.6%	62.9%	58.5%	(X)
Total households	215,761	16,155	35,660	53,395
<b>SELECTED HOUSEHOLDS BY TYPE</b>				
Households with one or more people under 18 years	42.9%	60.9%	69.5%	1.1%
Households with one or more people 60 years and over	35.6%	29.8%	30.8%	42.3%
Householder living alone	20.2%	(X)	(X)	81.5%
65 years and over	7.3%	(X)	(X)	29.5%
<b>UNMARRIED-PARTNER HOUSEHOLDS</b>				
Same sex	0.5%	(X)	(X)	(X)
Opposite sex	6.4%	(X)	(X)	(X)

Source: U.S. Census Bureau, 2012 American Community Survey

TABLE 9: RELATIONSHIP TO HOUSEHOLDER FOR CHILDREN UNDER 18 YEARS IN HOUSEHOLDS- (EXCLUDING HOUSEHOLDERS, SPOUSES, AND UNMARRIED PARTNERS)

	Estimate	Percent
Total:	199,298	-
Own child:	173,275	87%
Biological child	163,976	(95%)

Adopted child	3,117	(1%)
Stepchild	6,182	(4%)
Grandchild	14,730	7.4%
Other relatives	8,914	4.5%
Foster child or other unrelated child	2,379	1%

Source: U.S. Census Bureau, 2012 American Community Survey

TABLE 10: CHILDREN IN THE CARE OF GRANDPARENTS, BY CITY, SCHOOL DISTRICT AND COUNTY (65,000 RESIDENTS OR MORE): 2007 - 2011

	Percent				
	2007	2008	2009	2010	2011
California	3.0%	3.2%	3.3%	3.3%	3.5%
San Joaquin County	4.9%	3.8%	4.3%	4.0%	3.9%

Source: As cited on kidsdata.org, U.S. Census Bureau, American Community Survey. Accessed at <http://factfinder2.census.gov> (Nov. 2012).

The percentage of children under age 18 living with grandparents, who provide primary care for one or more grandchildren in the household, has been decreasing in San Joaquin County, while the overall rate for California is increasing.

TABLE 11: MARRIAGE RATE BY GENDER, 2012

Population 15 years and over	Males	Females
Never married	37.2	31.3
Now married, except separated	49.7	45.7
Separated	2.5	2.8
Widowed	2.1	8.9
Divorced	8.6	11.3

Source: U.S. Census Bureau, 2012 American Community Survey

Among persons 15 and older, 50 percent of males and 46 percent of females are currently married.

## EDUCATION

TABLE 12: SCHOOL ENROLLMENT BY LEVEL OF SCHOOL FOR THE POPULATION 3 YEARS AND OVER

	San Joaquin County, California
<b>Total:</b>	<b>670,820</b>
Enrolled in school:	208,947
Enrolled in nursery school, preschool	10,022
Enrolled in kindergarten	10,383
Enrolled in grade 1 to grade 4	45,775
Enrolled in grade 5 to grade 8	44,761
Enrolled in grade 9 to grade 12	48,840
Enrolled in college, undergraduate years	43,979
Graduate or professional school	5,187
Not enrolled in school	461,873

Source: U.S. Census Bureau, 2012 American Community Survey,  
[http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_12\\_1YR\\_B14001&prodType=table](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_12_1YR_B14001&prodType=table)

TABLE 13: ENROLLMENT BY RACE/ETHNICITY, 2011-2012 SCHOOL YEAR

	Enrollment	African American not Hispanic	American Indian or Alaska Native	Asian	Filipino	Hispanic or Latino	Pacific Islander	White not Hispanic	Two or More Races	None Reported (Ethnicity)	Dropouts (prior year)	Free & Reduced Price Meals
County Totals:	137,547	12,413 (9.0%)	1,901 (1.4%)	14,222 (10.3%)	6,824 (5.0%)	66,125 (48.1%)	1,077 (0.8%)	31,892 (23.2%)	2,032 (1.5%)	1,061 (0.8%)	2,583	84,917 (63.6%)
State Totals:	6,220,993	406,089 (6.5%)	42,539 (0.7%)	535,829 (8.6%)	157,640 (2.5%)	3,236,942 (52.0%)	34,944 (0.6%)	1,626,507 (26.1%)	130,947 (2.1%)	49,556 (0.8%)	83,469	3,472,481 (57.5%)

Source: Selected County Level Data - SAN JOAQUIN for the year 2011-12

TABLE 14: DROPOUTS BY ETHNIC DESIGNATION, 2011-12 SAN JOAQUIN COUNTY, FOR ALL STUDENTS

	County Total	Statewide Total
Hispanic or Latino of Any Race	1,030 (2%)	46,942
American Indian or Alaska Native, Not Hispanic	39 (4%)	890
Asian, Not Hispanic	177 (6.5%)	2,707
Pacific Islander, Not Hispanic	15 (3%)	527
Filipino, Not Hispanic	30 (4%)	752
African American, Not Hispanic	372 (3.5%)	10,499
White, Not Hispanic	363 (3%)	13,514
Two or More Races, Not Hispanic	30 (3%)	950
Not Reported	22 (1%)	2,632
Adjusted Grade 9-12 Dropout Total	2,078	79,413
Grade 9-12 Enrollment Total	42,396	1,984,774
<b>Annual Adjusted Grade 9-12 Dropout Rate</b>	<b>4.9%</b>	<b>4.0%</b>

Source: California Longitudinal Pupil Achievement Data System (CALPADS), Data as of: 2013-05-30

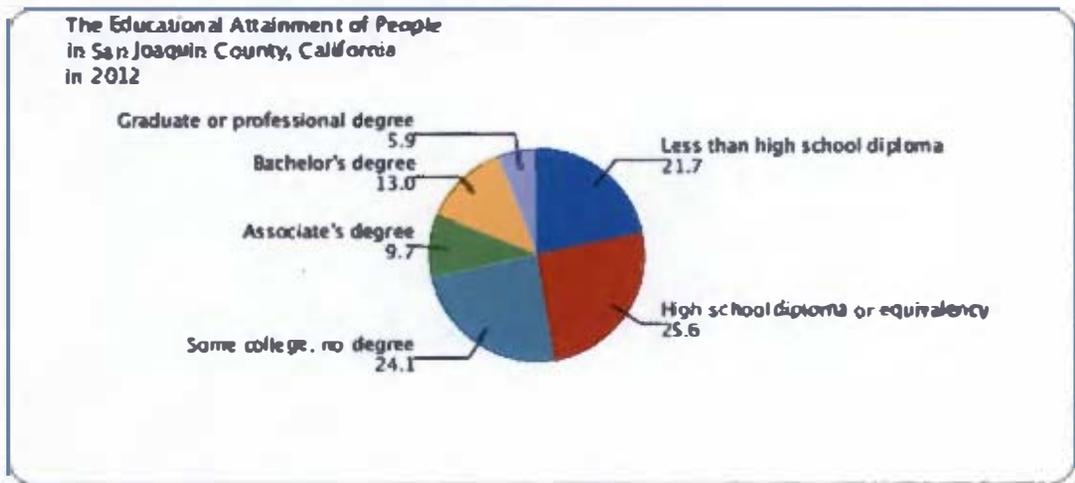
TABLE 15: EDUCATION ATTAINMENT

	Total	Male	Female
<b>Population 18 to 24 years</b>	<b>73,444</b>	<b>38,005</b>	<b>35,439</b>
Less than high school graduate	20.6%	25.3%	15.5%
High school graduate (includes equivalency)	29.5%	28.6%	30.5%
Some college or associate's degree	45.1%	42.3%	48.1%
Bachelor's degree or higher	4.8%	3.7%	5.9%
<b>Population 25 years and over</b>	<b>427,418</b>	<b>207,737</b>	<b>219,681</b>
Less than 9th grade	11.4%	12.1%	10.8%
9th to 12th grade, no diploma	10.2%	11.1%	9.4%
High school graduate (includes equivalency)	25.6%	26.1%	25.1%
Some college, no degree	24.1%	23.8%	24.5%

Associate's degree	9.7%	8.6%	10.8%
Bachelor's degree	13.0%	11.9%	14.0%
Graduate or professional degree	5.9%	6.4%	5.4%

Source: U.S. Census Bureau, 2012 American Community Survey, [http://factfinder2.census.gov/faoes/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_12\\_1YR\\_S1501&prodType=table](http://factfinder2.census.gov/faoes/tableservices/jsf/pages/productview.xhtml?pid=ACS_12_1YR_S1501&prodType=table)

In 2012, 25.6 percent of people 25 years and over had a high school diploma or equivalency and 13 percent had a bachelor's degree or higher. Twenty-two percent were dropouts; they were not enrolled in school and had not graduated from high school.



Source: U.S. Census Bureau, 2012 American Community Survey

TABLE 16: HOUSING OCCUPANCY

	San Joaquin County	California
Housing units, 2011	234,777	13,720,462
Homeownership rate, 2007-2011	60.7%	56.7%
Housing units in multi-unit structures, percent, 2007-2011	18.5%	30.8%
Median value of owner-occupied housing units, 2007-2011	\$264,600	\$421,600
Households, 2007-2011	212,902	12,433,172
Per capita money income in the past 12 months (2011 dollars), 2007-2011	\$22,857	\$29,634

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Non employer Statistics, Economic Census, Survey of Business Owners, Building Permits

TABLE 17: HOUSING OCCUPANCY RATE, SAN JOAQUIN COUNTY, 2012

	California		San Joaquin County, California	
	Estimate	Percent	Estimate	Percent
Total housing units	13,631,129	13,631,129	232,843	232,843
Occupied housing units	12,433,172	91.2%	212,902	91.4%
Vacant housing units	1,197,957	8.8%	19,941	8.6%

Source: U.S. Census Bureau, 2007-2011 American Community Survey

TABLE 18: HOUSING TENURE, SAN JOAQUIN COUNTY, 2012

	California		San Joaquin County, California	
	Estimate	Percent	Estimate	Percent
Occupied housing units	12,433,172	12,433,172	212,902	212,902
Owner-occupied	7,055,642	56.7%	129,293	60.7%
Renter-occupied	5,377,530	43.3%	83,60	39.3%

Source: U.S. Census Bureau, 2007-2011 American Community Survey

TABLE 19: PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL

	California	San Joaquin County,
All families	10.8%	13.0%
Under 18 years	19.9%	22.4%

#### HEALTH INSURANCE

Among the civilian non-institutionalized population in San Joaquin County, California in 2012, 82 percent had health insurance coverage and 18 percent did not have health insurance coverage. For those under 18 years of age, 7 percent had no health insurance coverage. The civilian non-institutionalized population had both private and public health insurance, with 57 percent having private coverage and 34 percent having public coverage.

TABLE 20: HEALTH INSURANCE COVERAGE, AGE, 2012 (ESTIMATE)

	San Joaquin County, California		
	Total	Number Uninsured	Percent Uninsured
Total civilian non-institutionalized population	694,293	121,883	17.6%
AGE			
Under 18 years	201,043	14,778	7.4%
18 to 64 years	418,271	105,367	25.2%
65 years and older	74,979	1,738	2.3%
19 to 25 years	69,182	24,302	35.1%
SEX			
Male	342,881	65,333	19.1%
Female	351,412	56,550	16.1%

TABLE 21: HEALTH INSURANCE COVERAGE, RACE AND HISPANIC OR LATINO ORIGIN, 2012 (ESTIMATE)

	Total	Number Uninsured	Percent Uninsured
One Race	N	N	N

White alone	389,952	62,050	15.9%
Black or African American alone	48,191	5,494	11.4%
American Indian and Alaska Native alone	5,135	936	18.2%
Asian alone	100,073	18,604	18.6%
Native Hawaiian and Other Pacific Islander alone	N	N	N
Some other race alone	91,243	23,744	26.0%
Two or more races	55,670	10,882	19.5%
White alone, not Hispanic or Latino	241,915	28,420	11.7%
Hispanic or Latino (of any race)	276,142	67,052	24.3%

Note: An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small. Source: U.S. Census Bureau, 2012 American Community Survey

TABLE 22: HOSPITALIZATION BY AGE AND CAUSE, SAN JOAQUIN COUNTY (SJC) AND CALIFORNIA, 2011

Table 22 provides a comparison of injuries sustained by San Joaquin County youth age 19 and younger. Data was obtained from non-fatal Emergency Department visits (i.e. treat & release, or transfer to another facility). Unintentional injuries (15,695) were the most common cause of an Emergency Department visit, followed by Assault injuries (689) and self-inflicted injuries (196). San Joaquin County's unintentional injuries for ages 0-19 account for 2% of all unintentional injuries for all children ages 0-19 in the state of California. San Joaquin's number of assault injuries account for 3% of all assault injuries for all children ages 0-19 in the state of California. Given that San Joaquin County's children age 0-19 account for 2% of all children in the state of California, the Emergency Department data can be seen as proportional.

Age	All unintentional injuries		All self-inflicted injuries		All assault injuries		Other-Undetermined Intent	
	SJC	CA	SJC	CA	SJC	CA	SJC	CA
< 1	576	25,947	0	4	3	108	2	91
1-4	4,469	203,330	1	31	9	442	19	595
5-9	3,244	152,129	1	57	29	851	15	253
10-14	3,491	167,433	36	1,770	150	4,369	17	549
15-19	3,915	186,430	158	6,341	498	17,253	50	1,746
<b>Total</b>	<b>15,695 (2%)</b>	<b>735,269</b>	<b>196 (2%)</b>	<b>8,203</b>	<b>689 (3%)</b>	<b>23,023</b>	<b>103 (3%)</b>	<b>3,234</b>

Source: California Office of Statewide Health Planning and Development, Emergency Department Data. Prepared by: California Department of Public Health, Safe and Active Communities Branch. Report generated from <http://epicenter.cdph.ca.gov> on: December 15, 2013

TABLE 23: DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION OF SAN JOAQUIN COUNTY

	2012	2011	2010	2009	2008
Total Civilian Non-institutionalized Population	694,293	686,661	674,153	662,554	663,932

With a disability	11.6%	11.5%	11.5%	11.6%	12.2%
Under 18 years	201,043	200,501	201,090	201,858	194,226
With a disability	3.0%	3.9%	3.6%	3.2%	3.5%
18 to 64 years	418,271	414,358	404,628	394,071	403,746
With a disability	10.4%	10.6%	10.5%	11.2%	11.0%
65 years and over	74,979	71,802	68,435	66,625	65,960
With a disability	41.2%	37.7%	40.4%	39.9%	44.8%

Source: U.S. Census Bureau, 2012 American Community Survey

TABLE 24: CHILDREN WITH MAJOR DISABILITIES (REGIONS OF 65,000 RESIDENTS OR MORE): 2008 - 2011

\*Definition: Estimated percentage of children under age 18 with one or more major disabilities. Children are classified as having disabilities if they have serious difficulties in one or more of the following areas: hearing, vision, cognitive ability (asked of ages 5-17), ambulatory ability (asked of ages 5-17), self-care (asked of ages 5-17), or independent living (asked of ages 15-17).

	2008	2009	2010	2011
San Joaquin County	6,792 (3.5%)	6,521 (3.2%)	7,309 (3.6%)	7,834 (3.9%)
California	274,930 (2.9%)	272,691 (2.9%)	283,254 (3.0%)	289,003 (3.1%)

Data Source: As cited on [www.kidsdata.org](http://www.kidsdata.org), U.S. Census Bureau, American Community Survey. Accessed at <http://factfinder2.census.gov> (Nov. 2012).

TABLE 25: SPECIAL EDUCATION ENROLLMENT (CHILDREN AND YOUTH AGES 0-22), BY DISABILITY: 2008 - 2012

San Joaquin County	Number									
	2008		2009		2010		2011		2012	
Autism	689	5.0%	818	5.9%	956	6.9%	1,098	7.7%	1,288	8.8%
Deaf	79	0.6%	75	0.5%	74	0.5%	77	0.5%	77	0.5%
Deaf-Blindness	2	0.0%	3	0.0%	3	0.0%	4	0.0%	2	0.0%
Emotional Disturbance	533	3.9%	554	4.0%	570	4.1%	577	4.1%	573	3.9%
Hard of Hearing	144	1.0%	135	1.0%	151	1.1%	162	1.1%	168	1.1%
Intellectual Disability	1,022	7.4%	1,038	7.5%	1,013	7.3%	1,039	7.3%	1,041	7.1%
Learning Disability	4,766	34.6%	4,636	33.7%	4,654	33.4%	4,842	34.0%	5,043	34.3%
Multiple Disability	192	1.4%	174	1.3%	149	1.1%	158	1.1%	150	1.0%
Orthopedic Impairment	314	2.3%	337	2.5%	321	2.3%	324	2.3%	304	2.1%
Other Health Impairment	905	6.6%	974	7.1%	1,047	7.5%	1,101	7.7%	1,227	8.3%
Speech or Language Impairment	5,022	36.4%	4,882	35.5%	4,870	34.9%	4,721	33.8%	4,714	32.0%
Traumatic Brain Injury	34	0.2%	44	0.3%	54	0.4%	50	0.4%	48	0.3%
Visual Impairment	87	0.6%	83	0.6%	82	0.6%	75	0.5%	82	0.6%

Data Source: As cited on kidsdata.org, Special Tabulation by the California Dept. of Education, Special Education Division; Assessment, Evaluation and Support (Oct. 2012).

TABLE 26: DEPRESSION-RELATED FEELINGS, BY GENDER AND GRADE LEVEL: 2008-2010

\*Percentage of students in grades 7, 9, and 11, and non-traditional students, reporting whether in the past 12 months, they had felt so sad or hopeless almost every day for two weeks or more that they stopped doing some usual activities, by gender. The grade levels included in school district-level data depend on the grades offered in each school district; for example, high school districts do not include 7th grade data. "Non-traditional" students are those enrolled in Community Day Schools or Continuation Education.

California	Percent			
	Female		Male	
	Yes	No	Yes	No
7th Grade	30.8%	69.2%	24.7%	75.3%
9th Grade	36.4%	63.6%	24.2%	75.8%
11th Grade	37.2%	62.8%	26.5%	73.5%
Non-Traditional	47.0%	53.0%	29.4%	70.6%
	Yes	No	Yes	No
7th Grade	33.4%	66.6%	25.3%	74.7%
9th Grade	39.0%	61.0%	27.9%	72.1%
11th Grade	41.6%	58.4%	31.4%	68.6%
Non-Traditional	46.4%	53.6%	29.6%	70.4%

Data Source: As cited on kidsdata.org, California Department of Education, California Healthy Kids Survey (WestEd). <http://www.wested.org/chks>

Table 27: Domestic Violence-Related Calls for Assistance, San Joaquin County, YEARS: 2009 - 2012

Domestic violence reporting for non-weapon related incidents declined significantly since 2009 while the overall population grew. However, the number of calls relating to the use of weapons generally increased 20% and the calls involving use of firearms tripled. The total number of calls only slightly decreased from 2009-2012, showing that the incidents are more violent, may be reflecting lack of information about what constitutes domestic violence, or is affected by a change in law enforcement response capacity in Stockton, specifically since 2008 the police force has fallen by roughly 25 percent, through retirement and other attrition.

	2009	2010	2011	2012
No Weapon Involved	2829	2443	2257	2372
Weapon Involved*	1131	1363	1275	1427
Firearm	12	24	37	34
Knife or Cutting Instrument	75	67	60	88
Other Dangerous Weapon	308	264	284	346
Personal Weapon**	736	1008	890	959
Not Reported	0	0	4	0
TOTAL CALLS	3960	3806	3532	3799

\* Penal Code section 13730 does not require that the type of weapon involved in a domestic violence-related call be reported. \*\* Hands, feet, etc. Source: <http://oag.ca.gov/crime/cjisc/stats/domestic-violence>

**TABLE 28: ADMISSIONS TO ALCOHOL AND OTHER DRUG TREATMENT BY CLIENT AGE CATEGORY, CHILDREN AND TRANSITION AGE YOUTH**

	2000	2001	2002	2003	2004	2005	2006	2007	2008
<b>TOTAL ADMISSIONS</b>	5,582	6,309	6,707	6,776	5,128	5,127	3,954	3,969	4,443
<b>17 Years and Under</b>	83	80	70	140	98	54	43	47	60
Percent of Total	1.5%	1.3%	1.0%	2.1%	1.9%	1.1%	1.1%	1.2%	1.4%
<b>18 to 24 Years</b>	519	715	861	1,005	781	723	563	629	770
Percent of Total	9.3%	11.3%	12.8%	14.8%	15.2%	14.1%	14.2%	15.8%	17.3%

Every focus group rated alcohol and drug treatment, along with mental health treatment as the primary service gap in community survey. This was supported by the latest data for young persons age 18-24. Admissions to alcohol and drug treatment for this age group totaled 17.3% of total admissions (2000-2008). There was a decrease in overall admissions by 20%, possibly reflecting the shrinking funding for programs.

**ANALYSIS: DEMOGRAPHIC OVERVIEW**

San Joaquin County is located in California’s Central Valley, approximately 90 minutes from the San Francisco Bay Area. In 2010, there were 685,306 people residing in San Joaquin County, a 5.25% increase from 10 years earlier. San Joaquin County has seven incorporated cities: Escalon, Lathrop, Lodi, Manteca, Ripon, Stockton, and Tracy. The largest city is Stockton, the county seat. The county’s overall population has increased, as has every city within the County. Manteca had the greatest growth at 10%. Almost all of the cities have increased in population at rate greater than the overall state. Population growth began with changes in the mortgage finance structure, the housing “boom” and more workers commuting to jobs in the Bay Area and Silicon Valley. The housing and mortgage foreclosure crisis beginning five years ago has had serious impact on the families and economy of the County increasing the unemployment rate and reliance on public support systems.

Residents of San Joaquin County are racially/ethnically diverse. In 2010, Caucasians made up 51% of the county population, 15% Asian, and 7.6% Black/African American. Thirty-nine percent of the San Joaquin County’s population reported Hispanic/Latino origin. The Native American population remains constant under 1%. Over the next decade, population projections show that Caucasians will comprise 33% of the county population while Latinos are projected to increase to 40%. By 2060, the Hispanic/Latino Population is expected to increase 176%, more than doubling the Caucasian population. Caucasians will account for 24% of the population, followed by Asians at 14%. In 2012, among people five years of age or older living in San Joaquin County, about 40 percent spoke a language other than English at home. Of those speaking a language other than English at home, 26% spoke Spanish. Of those who speak a language other than English, 46% reported that they did not speak English “very well.”

Focus groups comprised of community based groups, social workers and probation officers all rated the scarcity of programs and resources for Spanish Speaking families as continuing impediments to reunification and with the projected population growth among this segment of

the community, recognized the need for the County to match funding and staff priorities to this population. This should apply both to prevention, outreach and treatment services.

Over the past 12 years, the median household income has increased in San Joaquin County (from \$41,282 in 2000 to \$50,722 in 2010), but the average median household income is still below the statewide level (\$ 54, 283). Fourteen percent of all households in the County had income below \$15,000 a year. Twenty-seven percent of the households received Social Security. Over the most recent two years, San Joaquin County's median household income increased to \$53,895, while California's increased to \$61,400. However, the 2012 filing for bankruptcy by the largest city in the County, Stockton, has significantly contracted the city infrastructure including reducing funding by 50% for youth programs, cutting library and recreation programs, and scaling back the police department response to emergencies in progress. As the population center of the County, the severe restructuring of public services impacts the entire County.

Poverty was identified by community stakeholders, parents, youth, and many focus group participants as the major contributor to families coming into contact and repeated contact with the child welfare system, police, and the courts. According to most recent data, fifteen percent of all families and 34 percent of families with a female householder and no husband present had incomes below the poverty level. Almost 1/5 (18 percent) of all the families in the County was living in poverty, 22.4% of those being under the age of 18. In 2012, approximately 53 percent of the population 16 years of age and over was employed; approximately 37% was not currently in the labor force. During the year of 2012, a higher percentage of families (18.4%) in San Joaquin County were living under the poverty level than statewide (17%). Almost one in four children and teenagers in San Joaquin County lived under the poverty level (22.2%) during 2012, in contrast to the statewide average of 19.9%. Adults 25-54 years constitute the largest single age group (34%). The median age of County residents is 32.6; youth under age 19 comprise almost one third of the overall population. Focus group participants stressed the importance of expanding community resources and accessibility of resources as the means of reaching youth at especially vulnerable ages. Better collaboration and coordination between the public and private community based services was again identified as a strategy to prioritize.

"Intergenerational poverty" was specifically identified by many focus group participants and in the community assessment survey as the primary contributor to child abuse/ neglect and criminal activity by young people. The need to recognize, identify and offer services that corresponded to the special dynamics of intergenerational poverty and drug abuse was recommended as a priority for public attention and resources. Focus group participants could not identify any programs/services currently available in San Joaquin County as focusing specifically on this population or dynamic. The need for training on this topic which is increasingly being recognized nationally was identified.

Parents interviewed described the public support system for parents and particularly single parents, as scattered, difficult to access, unaffordable and uncoordinated. One exception which was offered as a model for what could make a difference for families was Victory Community

Support Services program which provided active case management and direct help with housing, food, clothing, transportation as well as counseling/mentoring for parents and children. When offering services for parents who have children who are probation, it should be acknowledged that the parents have often times gone through drug or alcohol recovery themselves. Improving coordination among service providers was recommended by participants in the community based organization survey, both in terms of physical location and collaboration on problem solving, as one way of helping parents get the services that they needed to help them focus on their children's needs.

People counted in 2011 point-in-time homeless count were mostly between the ages of 30 and 59. Of the survey respondents, Caucasians made-up 51%, African Americans 27%, and Hispanics 26%. Twenty-nine reported having a disabling condition. Only 3% were employed and only 11% had completed grade 12 or above.

The 2012 census reported 216,000 households in San Joaquin County, California. Over half of the households (56.7%) are owner occupied and the vacancy rate is comparable to the state average (8.8%). The average household consisted of 3.2 people. Families made up 75% of the households in San Joaquin County. Half of the households have married spouses. Almost half of all households (43%) had one or more people under the age of 18; 26% of all households included one or more people 65 years and over. The percentage of children under age 18 living with grandparents, who provide primary care for one or more grandchildren in the household, has been decreasing in San Joaquin County, while the overall rate for California is increasing.

Regarding educational level, approximately 25.6% of the population (25 years or older) had a high school diploma or equivalency and 19 percent had a bachelor's degree or higher. Twenty-two percent of the population had dropped out of school, were not enrolled in school, and had not graduated from high school. The highest dropout rate was among Asians (6.5%), followed by Native American youth (4%), Filipino youth (4%) and African American youth (3.5%). (The data regarding Asians and Native Americans may reflect the small numbers in each category.) Almost half of the children and youth enrolled in County schools are Hispanic (48.1%). The annual adjusted dropout rate for the County is almost 5%.

The vast majority of persons living in San Joaquin County have health coverage (82%). For those under 18 years of age, 7% had no health insurance coverage. The civilian non-institutionalized population had both private and public health insurance, with 57% having private coverage and 34 percent having public coverage. In 2012, 3.9% of the children in San Joaquin County had a disability that impacted their daily lives. The percentage of those children receiving special education services over the past five years has remained stable

## **Child Welfare and Probation Placement Population**

All Data from CWS/CMS Quarter Q2 2013

### **SAN JOAQUIN CHILD POPULATION**

TABLE 1: CHILD POPULATION BY AGE BY AGE (2009-13)

Age Group	Year-Interval				
	2009	2010	2011	2012	2013
Under 1	10,383	10,383	10,482	10,528	10,629
'1-2	21,859	21,234	20,740	20,730	20,900
'3-5	33,087	33,507	33,176	32,389	31,580
'6-10	54,764	54,825	54,871	54,969	55,237
'11-15	57,668	56,652	56,176	55,932	55,643
16-17	23,717	23,935	23,924	23,383	23,023
18-20	32,314	33,743	35,042	36,093	36,288
<b>Total</b>	<b>233,792</b>	<b>234,278</b>	<b>234,411</b>	<b>234,024</b>	<b>233,300</b>

TABLE 2: CHILD POPULATION BY RACE/ETHNICITY (2009-2013)

Ethnic Group	Year-Interval				
	2009	2010	2011	2012	2013
	%	%	%	%	%
Black	7.4	7.4	7.5	7.5	7.6
White	25.5	24.3	24.4	24.5	24.2
Latino	48.4	49.5	49.5	49.5	49.7
Asian/P.I.	13.7	13.7	13.4	13.2	13.2
Nat Amer	0.4	0.4	0.4	0.4	0.4
Multi-Race	4.6	4.7	4.8	4.9	4.9
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

TABLE 3: CHILD POPULATION (0-17) AND CHILDREN WITH CHILD MALTREATMENT ALLEGATIONS, SUBSTANTIATIONS, AND ENTRIES, INCIDENCE PER 1,000 CHILDREN, 2009-2012

Age Group	Interval			
	JAN2009-DEC2009	JAN2010-DEC2010	JAN2011-DEC2011	JAN2012-DEC2012
	Per 1,000	Per 1,000	Per 1,000	Per 1,000
Under 1	78.2	79.4	74.3	74.1
'1-2	49.9	54.8	59.7	55.7
'3-5	49.3	52.4	50.3	53.7
'6-10	47.4	46.8	46.1	48.9
'11-15	37.5	40.7	38.1	40.7
16-17	31.5	32.1	29.6	33.3
<b>Total</b>	<b>44.9</b>	<b>46.8</b>	<b>45.5</b>	<b>47.6</b>

TABLE 4: CHILD POPULATION (0-17) AND CHILDREN WITH CHILD MALTREATMENT ALLEGATIONS, SUBSTANTIATIONS, AND ENTRIES, JAN 1, 2012 TO DEC 31, 2012, BY AGE

Age Group	Total Child Population	Children with Allegations	Incidence per 1,000 Children	Children with Substantiations	Incidence per 1,000 Children	% of Allegations	Children with Entries	Incidence per 1,000 Children
Under 1	10,528	781	74.2	257	24.4	32.9	152	14.4
'1-2	20,730	1,157	55.8	152	7.3	13.1	71	3.4
'3-5	32,389	1,738	53.7	235	7.3	13.5	91	2.8
'6-10	54,969	2,687	48.9	334	6.1	12.4	101	1.8
'11-15	55,932	2,277	40.7	293	5.2	12.9	90	1.6
16-17	23,383	779	33.3	90	3.8	11.6	32	1.4
Total	197,931	9,419	47.6	1,361	6.9	14.4	537	2.7

TABLE 5: CHILD POPULATION (0-17) AND CHILDREN WITH CHILD MALTREATMENT ALLEGATIONS, SUBSTANTIATIONS, AND ENTRIES, JAN 1, 2012 TO DEC 31, 2012, BY RACE/ETHNICITY

Ethnic Group	Total Child Population	Children with Allegations	Incidence per 1,000 Children	Children with Substantiations	Incidence per 1,000 Children	% of Allegations	Children with Entries	Incidence per 1,000 Children
Black	14,529	1,721	118.5	231	15.9	13.4	105	7.2
White	46,918	2,555	54.5	403	8.6	15.8	135	2.9
Latino	99,915	4,237	42.4	642	6.4	15.2	274	2.7
Asian/P.I	25,920	488	18.8	54	2.1	11.1	19	0.7
Nat Amer	725	39	53.8	10	13.8	25.6	4	5.5
Multi-Race	9,924	0	0	0	0	.	0	0
Missing	.	379	.	21	.	5.5	.	.
Total	197,931	9,419	47.6	1,361	6.9	14.4	537	2.7

TABLE 6: CHILD POPULATION (0-17) AND CHILDREN WITH CHILD MALTREATMENT ALLEGATIONS, SUBSTANTIATIONS, AND ENTRIES, JAN 1, 2012 TO DEC 31, 2012, BY GENDER

Gender	Total Child Population	Children with Allegations	Incidence per 1,000 Children	Children with Substantiations	Incidence per 1,000 Children	% of Allegations	Children with Entries	Incidence per 1,000 Children
Female	96,166	4,711	49	690	7.2	14.6	257	2.7
Male	101,764	4,692	46.1	671	6.6	14.3	280	2.8
Missing	.	16	.	.	.	.	.	.
Total	197,931	9,419	47.6	1,361	6.9	14.4	537	2.7

TABLE 7: CHILDREN WITH ONE OR MORE ALLEGATIONS FOR JAN 1, 2012 TO DEC 31, 2012

Allegation Type	Disposition Type					Total
	Substan- -tiated	Inconclu- -sive	Unfounded	Assessment Only/ Evaluated Out	Not Yet Determined	
	n	n	n	n	n	
Sexual Abuse	132	186	391	445	4	1,158
Physical Abuse	158	522	867	511	7	2,065
Severe Neglect	164	40	19	17	.	240
General Neglect	647	681	833	1,423	3	3,587
Exploitation	.	.	.	2	.	2
Emotional Abuse	51	382	446	1,164	5	2,048
Caretaker Absence/Incapacity	158	21	56	17	1	253
At Risk, Sibling Abused	51	5	10	.	.	66
Substantial Risk	.	.	.	.	.	.
Missing	.	.	.	.	.	.
<b>Total</b>	<b>1,361</b>	<b>1,837</b>	<b>2,622</b>	<b>3,579</b>	<b>20</b>	<b>9,419</b>

TABLE 8: CHILD WELFARE- CHILDREN WITH FIRST ENTRIES, JAN 1, 2012 TO DEC 31, 2012, BY AGE

Age Group	Total Child Population	Children with Entries	Incidence per 1,000 Children
Under 1	10,528	149	14.2
'1-2	20,730	53	2.6
'3-5	32,389	76	2.3
'6-10	54,969	76	1.4
'11-15	55,932	72	1.3
16-17	23,383	25	1.1
<b>Total</b>	<b>197,931</b>	<b>451</b>	<b>2.3</b>

TABLE 9: CHILD WELFARE- CHILDREN WITH FIRST ENTRIES, JAN 1, 2012 TO DEC 31, 2012, BY RACE/ETHNICITY

Ethnic Group	Total Child Population	Children with Entries	Incidence per 1,000 Children
Black	14,529	99	6.8
White	46,918	101	2.2
Latino	99,915	229	2.3
Asian/P.I.	25,920	18	0.7
Nat Amer	725	4	5.5
Multi-Race	9,924	0	0
Missing	.	.	.
<b>Total</b>	<b>197,931</b>	<b>451</b>	<b>2.3</b>

TABLE 10: CHILD WELFARE- CHILDREN WITH REENTRIES, JAN 1, 2012 TO DEC 31, 2012, BY AGE

Age Group	Total Child Population	Children with Entries	Incidence per 1,000 Children
Under 1	10,528	3	0.3
'1-2	20,730	18	0.9
'3-5	32,389	15	0.5
'6-10	54,969	25	0.5
'11-15	55,932	18	0.3
16-17	23,383	7	0.3
Total	197,931	86	0.4

TABLE 11: CHILD WELFARE- CHILDREN WITH REENTRIES, JAN 1, 2012 TO DEC 31, 2012, BY RACE/ETHNICITY

Ethnic Group	Total Child Population	Children with Entries	Incidence per 1,000 Children
Black	14,529	6	0.4
White	46,918	34	0.7
Latino	99,915	45	0.5
Asian/P.I.	25,920	1	0
Nat Amer	725	0	0
Multi-Race	9,924	0	0
Missing	.	.	.
Total	197,931	86	0.4

TABLE 12: PROBATION - CHILDREN WITH FIRST ENTRIES, JAN 1, 2012 TO DEC 31, 2012, BY AGE AND RACE/ETHNICITY

Age Group	Ethnic Group						Total
	Black	White	Latino	Asian/P.I.	Nat Amer	Missing	
	n	n	n	n	n	n	
<1 mo	.	.	.	.	.	.	.
1-11 mo	.	.	.	.	.	.	.
'1-2 yr	.	.	.	.	.	.	.
'3-5 yr	.	.	.	.	.	.	.
'6-10yr	.	.	.	.	.	.	.
'11-15 yr	160	114	372	7	3	8	664
16-17 yr	190	174	618	21	4	10	1,017
18-20 yr	1	1	3	.	.	.	5
Total	351	289	993	28	7	18	1,686

TABLE 13: PROBATION - CHILDREN WITH REENTRIES, JAN 1, 2012 TO DEC 31, 2012, AGE AND RACE/ETHNICITY

Age Group	Ethnic Group						Total
	Black	White	Latino	Asian/P.I.	Nat Amer	Missing	
	n	n	n	n	n	n	
<1 mo	.	.	.	.	.	.	.
1-11 mo	.	.	.	.	.	.	.
'1-2 yr	.	.	.	.	.	.	.
'3-5 yr	.	.	.	.	.	.	.
'6-10 yr	.	.	.	.	.	.	.
'11-15 yr	99	40	135	1	2	.	277
16-17 yr	163	103	287	1	2	.	556
18-20 yr	15	11	22	2	1	.	51
<b>Total</b>	<b>277</b>	<b>154</b>	<b>444</b>	<b>4</b>	<b>5</b>	<b>.</b>	<b>884</b>

TABLE 14: CHILD WELFARE CHILDREN IN FOSTER CARE, BY AGE

Age Group	Point In Time				
	1-Jul-09	1-Jul-10	1-Jul-11	1-Jul-12	1-Jul-13
	n	n	n	n	n
Under 1	78	91	72	103	119
'1-2	155	144	159	130	200
'3-5	211	179	159	152	178
'6-10	288	276	260	262	287
'11-15	372	372	345	327	335
16-17	190	155	159	192	178
18-20	25	17	23	45	114
Missing	.	.	.	.	.
<b>Total</b>	<b>1,319</b>	<b>1,234</b>	<b>1,177</b>	<b>1,211</b>	<b>1,411</b>

TABLE 15: CHILD WELFARE CHILDREN IN FOSTER CARE, BY RACE/ETHNICITY

Ethnic Group	Point In Time				
	1-Jul-09	1-Jul-10	1-Jul-11	1-Jul-12	1-Jul-13
	n	n	n	n	n
Black	311	296	315	328	336
White	310	304	295	284	359
Latino	611	559	507	534	644
Asian/P.I.	76	65	53	56	61
Nat Amer	9	9	5	6	5
Missing	2	1	2	3	6
<b>Total</b>	<b>1,319</b>	<b>1,234</b>	<b>1,177</b>	<b>1,211</b>	<b>1,411</b>

**ANALYSIS: PARTICIPATION RATES FOR CHILD WELFARE**

In 2013 (Q2), an estimated 197,931 children were living in San Joaquin County. The distribution of children among age groups over the past five years has remained stable, children ages 11-15 represent the largest single category of children in the county. The school population reflects the ethnicity of the County. Almost half of the students are Latino or Hispanic. The rate of maltreatment allegations remained consistent during the period (2009-2012).

The highest incidence rate for reporting allegations of abuse or neglect was for African American children which was twice the rate for Hispanic or Caucasian children. Allegations of abuse/neglect against African American children resulted in entry into foster care (105, at a rate higher than for any other children (7.2/1000 children). The substantiation rate for Latino families was 6.4 per 1000 children and 274 Latino children entered into foster care. Latino families constitute almost half of the entire County population.

Significantly more allegations were made of general neglect than any other category. Only one in six of these allegations was substantiated (647/3587); one third of the allegations of sex abuse were substantiated (132/1158; and, 164/240 allegations of severe neglect were substantiated. A total of 1361 allegations of abuse and neglect were substantiated in 2012. Of the 451 children entering into the foster care system for the first time during that year, one third were one year old or younger. Children between 6-10 years of age re-enter foster care at the highest rate (25/86). The highest incidence of reentry is among Caucasian children.

Looking over a 4 year period (point in time July 2009-2013), most of the children in foster care were 11-15 years old, with children between 6-10 years old representing the second largest group. There is an increase of approximately 8 % (1319-1411) over that 4 year period. The number of children dipped significantly in 2011 and jumped back between 2012 and 2013. The increase during that year was largely among Caucasian children. A total of 644/1411 children in foster care were Latino. In 2013, there was also a 20% increase in Latino children in foster care, with 200 children more in foster care than in 2012 and 100 more than in 2009.

This data is reflected in the County's continuing efforts to reach national standards for reentry and timeliness to reunification. Changes in entry and reentry rates over this five year period will be studied to identify the causes of abrupt changes and link with practices including organizational structure, staffing and training.

TABLE 16. PROBATION CHILDREN IN FOSTER CARE, BY AGE IN JANUARY 2013

Age Group	Point In Time				
	1-Jul-09	1-Jul-10	1-Jul-11	1-Jul-12	1-Jul-13
	n	n	n	N	n
Under 1	.	.	.	.	.
'1-2	.	.	.	.	.
'3-5	.	.	.	.	.
'6-10	.	.	.	.	.
'11-15	37	37	20	21	21

16-17	96	113	94	53	46
18-20	9	16	48	69	82
Missing	.	.	.	.	.
Total	142	166	162	143	149

TABLE 17: PROBATION CHILDREN IN FOSTER CARE, BY RACE/ETHNICITY

Ethnic Group	Point In Time				
	1-Jul-09	1-Jul-10	1-Jul-11	1-Jul-12	1-Jul-13
	n	n	n	n	n
Black	45	40	49	40	46
White	33	41	34	35	35
Latino	46	67	62	51	53
Asian/P.I.	4	8	7	8	5
Nat Amer	.	.	.	.	.
Missing	14	10	10	9	10
Total	142	166	162	143	149

TABLE 18: CHILD WELFARE- CASELOAD BY SERVICE COMPONENT TYPE, JANUARY 2013

Service Component Type	Voluntary Status			Total
	Court Ordered	Voluntary	Missing	
	n	n	n	
Emergency Response	946	177	3,082	4,205
Pre-Placement (FM)	9,051	8,924	105	18,080
Post-Placement (FM)	8,943	389	7	9,339
Family Reunification	23,214	426	56	23,696
Permanent Placement	24,648	5,817	27	30,492
Supportive Transition	3,482	379	2	3,863
Missing	.	.	.	.
Total	70,284	16,112	3,279	89,675

TABLE 19: PROBATION- CASELOAD BY PLACEMENT TYPE, 2013

Placement	Totals	Percent
Group Home -In State	30	32%
Group Home - Out of State	16	17%
AB12 -In State	16	17%
Family Vision-Wrap Around	6	6%
Special Supervision	1	1%
Home	3	3%
Pending Placement	6	6%
New Charges	2	2%

Adult Court	2	2%
Bench Warrant	2	2%
<b>Caseload Totals</b>	<b>95</b>	
Out of State Placements	16	19%
In County GH Placements:	9	11%
<b>Placement Only Youth:</b>	<b>84</b>	

**ANALYSIS: PARTICIPATION RATES FOR PROBATION**

In San Joaquin County, since 2009, the number of youth on probation supervision has fluctuated. Only seven more youth were being supervised in 2013 than in 2009. The ethnicity of youth under probation supervision has remained consistent since 2009. In 2013, seven additional Hispanic youth and one additional African American were under supervision compared to those under supervision in 2009. Approximately one third of the youth under supervision are African American and one half are Hispanic. The probation focus group and peer reviewers attributed this dramatic change to adjustments in administration philosophy towards using best practices in all aspects of supervision and rigorous monitoring of programs.

In 2013, a total of 38 youth were placed under probation supervision for the first time; approximately 45% were African American, 30% were Hispanic, and approximately 21% were Caucasian. Of the youth being returned to probation supervision either for violating terms of their probation or for new offenses, the vast majority was between 16 and 17 years old (23/38).

In 2013, of those youth in placement (95), thirty were placed in group homes in California (30), 16 youth were placed in out of state group homes, and the remainder were in specialized caseloads. A total of 19% of the Probation caseload involves supervising out of state placements.

When youth in the focus group were asked why youth commit crimes, they named the economy as the major contributing factor; most lived in poverty and selling drugs and related criminal activity was their only source of money. They stated that they needed more activities in the community and activities which did not cost money. Lack of money also connected directly with inability to participate in school sports. They cited not having positive role models as a major obstacle, especially fathers. Having some transition from the structured group home environment to home was recommended as a way to help them make positive choices when they faced the pressures of returning to the same environment that contributed to their committing crimes. Being able to contact the group home staff for support when needed was also suggested. (“We are not allowed to keep any connections to the group home staff who helped us.”) These youth wanted programs for their whole family to help strengthen their family and maintain the progress that they had made in the group home.

## Public Agency Characteristics

### A. Political Jurisdictions

San Joaquin County is governed by an elected Board of Supervisors comprised of five members. The Board sets policy, enacts ordinances and regulations, and oversees activities of county departments. Each Supervisor represents a specific district. However, both the courts and the schools function independent of the county government and the Board of Supervisors.

#### FEDERALLY RECOGNIZED TRIBES

San Joaquin County does not have any federally recognized Native American Indian tribes.

#### SCHOOL DISTRICTS/ LOCAL EDUCATION AGENCIES

There are more than 135,000 students in grades K-12 in the 15 school districts within San Joaquin County. Of these 15 school districts, seven districts are unified with Stockton Unified School District being the largest with 39,000 students. Five of the 15 districts are small, rural, one-school school districts with a student population between 173 students and 315 students. San Joaquin Delta College in Stockton enrolls more than 15,000 students, and University of the Pacific has more than 6,000 students. <http://www.sjcoe.org/About/ourcounty.aspx#.Ux0mAmfn-Ag>

#### LAW ENFORCEMENT AGENCIES:

San Joaquin County has the following law enforcement agencies:

- Stockton Police Department
- San Joaquin County Sheriff s Department
- City of Lodi Police Department
- City of Manteca Police Department
- City of Escalon Police Department
- City of Ripon Police Department
- City of Tracy Police Department
- Stockton Unified School District Police Department
- San Joaquin Delta College Police Department
- University of the Pacific Police Department

The Human Service Agency, which houses both the Children's Services Bureau and Mary Graham Children's Shelter, is led by an Agency Director, who answers directly to the County Administrator and Board of Supervisors.

The Probation Department is led by a Chief Probation Officer who is appointed by the Superior Court Judge that handles delinquency matters. The Chief Probation Officer answers directly to the San Joaquin County Superior Court and to the Board of Supervisors.

## **PUBLIC HEALTH**

The Health Care Program for Children in foster Care (HCPCFC) is a public health nursing program located in county child welfare agencies and probation departments to provide public health nurse (PHN) expertise in meeting the medical, dental, mental and developmental needs of children and youth in foster care. The local Child Health and Disability Prevention (CHDP) program is administratively responsible for the HCPCFC. This includes the management of the required interdepartmental Memorandum of Understanding with the local child welfare service agency, probation and health departments.

The goals and objectives of the HCPCFC are common to the health, welfare and probation departments and are implemented through close collaboration and cooperation among this multi-disciplinary, interdepartmental team. The program has established a process through which PHNs consult and collaborate with Children's Services social workers to promote access to comprehensive preventive health and specialty services.

The three Public Health nurses that are co-located in the Children's Services office work in consultation and collaboration with social workers to:

1. assist with medical and health care case planning;
2. help foster and relative caregivers to obtain timely comprehensive health assessments and dental examinations;
3. expedite referrals for medical, dental, mental health and developmental services;
4. coordinate health services for children in out-of-county and out-of-state placements;
5. assist social workers in overcoming obstacles by gaining access to coordinated, multidimensional services.

In the Intake and Assessment Program, it is policy to engage consult with the Public Health Nurse to obtain useful, often critical, information from medical/dental personnel to facilitate accurate decisions regarding response times and intervention. In the Adoptions program, staff seek out PHNs to obtain medical background for a child prior to an adoptive placement to provide that information to the prospective adoptive parent. The PHN is available to social workers from all programs to obtain medical records or for case consultation regarding the medical needs of a foster child/youth.

## **B. Child Welfare and Probation Infrastructure**

### **SIZE AND STRUCTURE OF AGENCIES**

The two government agencies that provide services to the children and youth of San Joaquin County are the Human Services Agency-Children's Services Bureau (CS) which provides Child Protective Services and the Probation Department-Juvenile Probation (JP) Division which provides services for law-enforcement-involved youth. The common goal of these agencies is to provide services to families to assist them in becoming stable and self-sufficient while

providing a safe, nurturing environment. Both CS and JP have strong relationships with local community based organizations and collaborate with those agencies to provide services to those in need. The Human Services Agency contracts with non-profit organizations for Differential Response services, alcohol and drug recovery programs, supervised visitation services, parenting programs and a variety of other services programs to assist with the improvement of family functioning.

#### **COUNTY GOVERNMENT STRUCTURE**

The Human Service Agency houses the Child Welfare Bureau, the Agency and Community Services Bureau, Employment and Youth Services Bureau, Income Maintenance Bureau and the Administrative Services Bureau. The Human Services Agency is led by an Agency Director, who reports to the County Administrator and to the Board of Supervisors. The Probation Department is led by a Chief Probation Officer who is appointed by the Superior Court Judge that handles delinquency matters. The Chief Probation Officer answers directly to the Superior Court and to the Board of Supervisors.

#### **SANJOAQUIN COUNTY JUVENILE PROBATION DIVISION**

The Juvenile Probation Division is comprised of the following Units:

- In Custody Intake Unit
- Investigation Unit
- County Supervision
- Gang Unit
- Reconnect Program
- Assessment Unit
- Camp
- Probation Officers on Campus
- Placement Unit
- Project 654
- Crossroads/CAPS

Probation Officer caseloads and functions are driven by their specific work assignment and the number of cases assigned to an officer does not accurately describe the workload associated with that officer's assignment. All units interface with parents, schools, counselors, other law enforcement personnel, community-based organizations and other interested parties involved in the youth's life.

The Placement Unit is designed to be comprised of six Deputy Probation Officers, two Senior Deputy Probation Officers, and one Unit Supervisor. Placement officers are assigned to identify group homes and other foster care options for probationers who have been removed from their homes by the court and ordered into a residential facility. In addition, the department utilizes wrap-around services offered through Family Visions. The foster youth in wrap-around treatment are currently supervised by a Senior Deputy Probation Officer.

Additional youth are provided wrap-around services as a preventative treatment prior to the out of home placement order. These youth are supervised by Probation Officers in the Supervision Units (POOC, Gangs, & County Supervision). These placements are utilized by Juvenile Probation, Child Welfare Services, County Mental Health, and Adoption Assistance Program.

Approximately 90 youths are presently ordered into residential placement because of their involvement with the Juvenile Justice System. The Senior Deputy Probation Officers are responsible for a variety of functions that include the placement of all initial cases received to the unit as well as supervising a caseload of placement youth. The six Deputy Probation Officers are responsible for the replacement of any youths under their supervision who fails or absconds from a placement as well as supervising those youth while in placement and ensuring that Division 31, County, State and Federal requirements are met. Placement officers are responsible for completing Permanency reports and assessing, developing, and maintaining case plans in order to meet the youth's specific treatment needs. In addition, placement officers monitor program compliance, complete and prepare all paperwork related to the funding associated with the placement bed, prepare all Interstate Compact on the Placement of Children (ICPC) packets for the placement of a youth in an out-of-state program, and are responsible for the preparation of all modifications, violations and bench warrant requests for all youths assigned to their caseloads. They also conduct monthly site visits to all youths in placement, as well as schedule monthly parent meetings. Many of these placements are located outside of San Joaquin County, including a number of sites located in other states across the country. Placement officers work closely with group home staff, parents and other caregivers in the development and implementation of aftercare and reentry plans once a youth is ready to return to the community. In addition, these officers work in collaboration with multiple agencies which include, but are not limited to, placement facilities, Human Service Agency/Child Welfare Services, County Mental Health, medical personal, psychiatrists, psychologists, school districts, and law enforcement officers.

All Probation Officers and Supervisors in San Joaquin County Probation are required to facilitate Evidence Based Training groups to groups of probationers (Adult and Juvenile clients) on a rotating basis. Probation staff facilitate MRT (Moral Recognition Training), ART (Aggression Replacement Training) and GMO/WMO (Girls Moving On/Women Moving On).

Additional duties for all Probation Officers include Officer of the Day, Court Transportation, and Court Officer. These duties are assigned by a rotating calendar and Probation Officers must find back-ups if they are unable to cover their assigned day due to vacation, placement visits or training.

#### **PRIVATE CONTRACTORS: SAN JOAQUIN COUNTY JUVENILE PROBATION DIVISION**

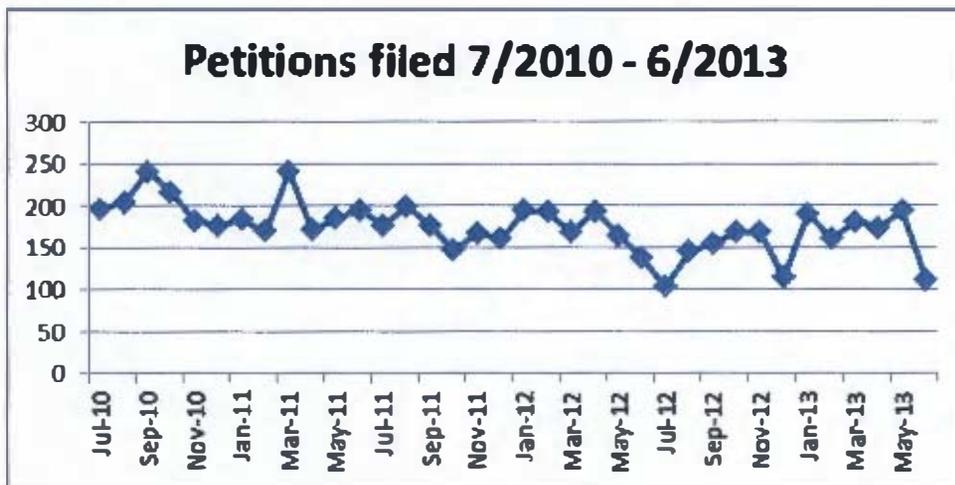
The Juvenile Probation Division provides many direct services to the clients and families they serve. Additionally, the Department acts as a broker of services to numerous county and community-based organizations for various other services. The Probation Department utilizes

a series of sanctions to hold offenders accountable and to provide them with the rehabilitative services they require. Private contractors, such as treatment providers, licensed foster care placements, and residential group homes are utilized to provide services that are beyond the scope of the Probation Department.

**DEPARTMENT CASELOAD**

**JUVENILE INTAKE**

Youth come under the jurisdiction of Juvenile Probation when a youth is referred the department by a law enforcement agency that has cited or booked the youth as the result of a crime. Juvenile Probation reviews the crime report, conducts an evidence based risk assessment known as the PACT (Positive Achievement Change Tool) and may interview the youth and parent/guardian. If appropriate, Probation files an affidavit to the District Attorney’s Office and then a petition is filed by the District Attorney’s Office if their office believes it is appropriate. A review of petitions filed between July 2010 and June 2013 reveals a downward trend in the number of new petitions filed for law violations.

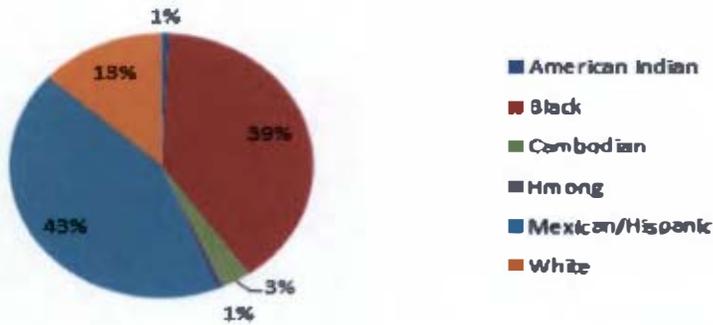


**JUVENILE DETENTION SERVICES**

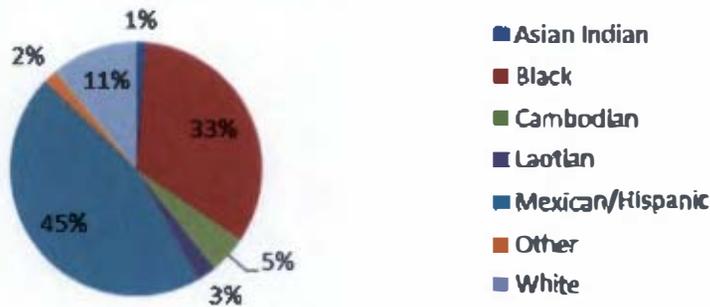
Youth may be detained in the Juvenile Hall for a variety of reasons including treatment at the Juvenile Camp, serving a commitment, pending a Court Hearing or they may be detained pending placement as a foster youth. A snapshot of the Juvenile Hall in February 2014 reveal that youth pending placement stay an approximately 31 days prior to finding placement and make up 10% of the total juvenile hall population.

To review ethnicity of detained youth, data was assessed for June 30, 2010, June 30, 2011, and June 20, 2013.

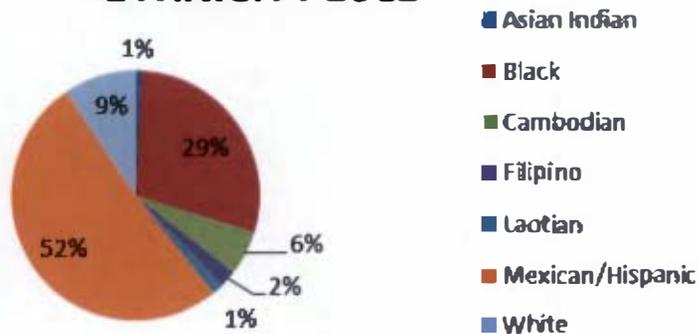
### JUVENILE HALL YOUTH BY ETHNICITY 2013



### JUVENILE HALL YOUTH BY ETHNICITY 2011



### JUVENILE HALL YOUTH BY ETHNICITY 2012



#### BARGAINING UNIT ISSUES

The San Joaquin County Probation Department works with two non-management labor groups: the San Joaquin County Probation Officers Association (SJCPOA), representing Probation Officers, and SEIU Local 1021, representing detention and clerical staff. The department meets with labor leaders and internal union representatives regarding important

areas of concern, including operations of the department, potential labor issues, and future department plans. These communications tend to be proactive and targeted. While grievances occur periodically, issues are often resolved before the need for any formal grievance. The department has conducted regular labor/management meetings with staff and union representatives, often resulting in enhanced decision-making for the organization.

In August 2012, SJCPOA members agreed to a contract which included three fundamental changes moving forward. The first was the introduction of an 80%/20% split for the cost of the employee only medical premium. Previously, the County had picked up 100% of the employee only medical premium cost, while plans with dependents had previously been split at 80%/20%. The next change was the implementation of a 2% @ 50 retirement tier for those employees in the bargaining unit hired after adoption of the contract by the Board of Supervisors. Additionally, new hires would move from a 1-year average for retirement calculations to a 3-year average. The last fundamental change came with a doubling of the rate that all employees in the bargaining unit would pay towards their Retirement COLA Cost Share. It should be noted, that employees hired after adoption of the contract by the Board of Supervisors would no longer receive floating holidays – a total of 4 recognized days. Negotiations have recently begun on a successor agreement.

## **San Joaquin County Children’s Services**

The Human Services Agency, houses both the Children’s Services Bureau and Mary Graham Children's Shelter. (The Human Services Agency flowcharts can be found in Appendix A.)

### **STAFFING CHARACTERISTICS**

The Deputy Director oversees the San Joaquin County Children’s Services Bureau. Children’s Services (CS) is comprised of three separate divisions, each headed by a Division Chief. Office assistants are assigned to each division.

#### **PROGRAMS WITHIN DIVISION I:**

- Intake and Assessment (I&A/ER program)
  - Cover Center
  - 4 field regions (North, South, East, West)
  - Permanent Immediate Response
  - Domestic Violence investigations
- Team Decision Making (TDM)
- Voluntary Family Maintenance (VFM)
- Placement Facilitators (PF)
- Child Advocacy Center
- Mary Graham Children’s Shelter
- Satellite Program

- Transportation

**PROGRAMS WITHIN DIVISION II:**

- Family Social Work Program
  - Family Maintenance (FM)
  - Family Reunification (FR)
- Court Intake and Assessment (CI&A)
- Court Program
- Dependency Drug Court

**PROGRAMS WITHIN DIVISION III:**

- Relative Assessment
- Adoptions/ICPC
- Treatment/AB 12
- Permanent Placement
- Guardianship
- Independent Living Program (ILP)
- Foster Care Licensing and Recruitment Program
- Licensing Program
- Adoption Assistant Program/Post-Adoptions

The current staffing for Children’s Services includes 144 Child Protective Services social workers, 23 Social Worker Supervisors, three Child Welfare Division Chiefs and eight Support Staff.

Recruitment normally takes place by job bulletins which are posted to the San Joaquin County Human Resources website and sent to surrounding California State Universities and University of California Colleges that have MSW programs. Individual notices are sent to California State University, Stanislaus, California State University, Sacramento and UC Berkeley to be sent out to alumni and students

The current minimum qualifications to be hired as a Social Worker III (entry level) position are follows:

**EITHER PATTERN I**

**Experience:** Two (2) years as a Social Worker II in San Joaquin County Service.

**Note:** This requirement shall be waived for individuals employed within the Human Services Agency in the San Joaquin County class of Protective Services Social Worker I upon implementation of classification study #02-30 by the Board of Supervisors.

**OR PATTERN II**

**Education:** Graduation from an accredited four-year college or university, preferably with a major in social work, sociology, psychology, counseling or a closely related field.

**Experience:** Three (3) years paid post bachelor's full time social casework experience at a level compared to the Social Worker series in San Joaquin County.

**OR PATTERN III**

**Education:** Ability to obtain a master's degree in social work from a recognized school of social work based on a two-year program, which included supervised field placement. (Master's degree must be completed by date of employment.)

**OR PATTERN IV**

**Education:** Ability to obtain a master's degree from an accredited college or university in counseling with a specialization in Marriage and Family Therapy (M.F.T.) based on a two year program with coursework sufficient to meet State standards for an M.F.T. License which included supervised field placement as part of the course curriculum. Verification must include the possession of a M.F.T. internship number prior to the start date of employment.

**OR PATTERN V**

**License:** Possession of a State of California M.F.T. license.

**AND**

**License:** Possession of a valid California driver's license.

**Special Requirement:** Incumbents with bachelor's degrees who are assigned to the Multipurpose Senior Services Program are required by State regulation to have two (2) years of experience working with the elderly. Incumbents with master's degrees who are assigned to the Multipurpose Senior Services Program are required by State regulation to have one (1) year of experience working with the elderly

Social worker supervisor positions are first advertised internally as promotions for existing staff. The current minimum qualifications for the SWS II (Child Welfare supervisor classification) are as follows:

**EITHER PATTERN I**

**Education:** A master's degree in social work from a recognized school of social work based on a two-year program that included supervised field placement.

**Experience:** One (1) year as a Social Worker V that must be post-qualifying master's degree paid social casework experience in San Joaquin County.

**OR PATTERN II**

**Education:** A master's degree in social work from a recognized school of social work based on a two-year program that included supervised field placement.

**Experience:** Three (3) years paid of full time, post-master's social casework experience.

### **OR PATTERN III**

**Education:** A master's degree from an accredited college or university in counseling with a specialization in Marriage and Family Therapy (M.F.T.) based on a two year program with coursework sufficient to meet State standards for an M.F.T. license which included supervised field placement as part of the course. Verification must include the possession of an M.F.T. internship number.

**Experience:** Three (3) years of paid full time, post-master's social casework experience.

### **OR PATTERN IV**

**License:** Possession of a State of California M.F.T. license.

**Experience:** Three (3) years of paid full time, post-master's social casework experience.

### **AND**

**License:** Possession of a valid California driver's license.

During the 2012 – 2013 fiscal year, 11 new line staff and one supervisor positions were added. During the 2013 – 2014 fiscal year, six line staff and one social worker supervisor position were added. Over the past three years, there has been a substantial change in the composition of staff as a result of retirement, termination, promotion and the addition of positions. Every effort is made to fill behind vacant positions soon after they become vacant.

New programs and positions have been created during this Self-Assessment period, such as the Placement Facilitator program which consists of two non-case carrying social workers who assist with locating and making out-of-home placements. Also, the Team Decision Making program has had additional staff positions added to handle the increase in TDM meetings. An additional supervisor position was added to the Intake and Assessment program, which handles all of the immediate response and domestic violence investigations. An additional position was added in the AB 12 program to accommodate the increase in numbers of Non-Minor Dependents. Children's Services continues to make adjustments in positions as needed.

### **BARGAINING UNIT ISSUES**

#### **SAN JOAQUIN COUNTY CHILDREN'S SERVICES**

The Service Employees International Union (SEIU) represents the Children's Services staff. San Joaquin County and SEIU participated in bargaining which ended in July 2013, resulting in a Memorandum of Understanding (MOU). This Memorandum of Understanding concludes on June 30, 2016.

### **PRIVATE CONTRACTORS**

#### **SAN JOAQUIN COUNTY CHILDREN'S SERVICES**

Children's Services currently contracts with a number of private agencies to perform services and to enhance program and prevention practices. Our parenting classes are provided by the

Women's Center Youth and Family Services. Differential Response is provided by the following three agencies: El Concilio, Women's Center Youth and Family Services and Child Abuse Prevention Council. The county is very active in reaching out and working with our community partners to collaborate on child welfare strategies.

**CHILD ADVOCACY CENTER**

The J.D. Kortzeborn Child Advocacy Center (CAC) is a fully Accredited Member of the National Children's Alliance. The CAC provides a site for forensic interviews by trained child interview specialists as well as non-acute forensic medical examinations performed by specially trained nurses, physicians and physician assistants. Children who have been victims of sexual abuse, physical abuse, have witnessed violent crimes, or were possibly Drug Endangered Children (DEC) can receive services at the CAC. The CAC eliminates the traditional problems of repetitive interviews and medical exams of child abuse victims. Services are provided from multiple disciplines to victims of abuse and their families. During the State Fiscal Year (SFY) 2011-2012, 362 children received specialized forensic interviews; in the SFY 2012-2013 and 435 children received forensic interview services at the J.D. Kortzeborn Child Advocacy Center.

The CAC also has a clinic that provides foster children with immunizations, Child Health & Disability Prevention (CHDP) exams, and treatment for normal childhood illnesses. The CAC also provides a high-risk clinic, which monitors the growth and development of infants who have been determined to be at-risk due to low birth weight, prenatal drug exposure, or other complications that occur at birth. These infants are monitored for a period of three years.

The J.D. Kortzeborn Child Advocacy Center is a collaborative effort involving all San Joaquin County law enforcement agencies, the San Joaquin District Attorney's Office, the San Joaquin County General Hospital, the San Joaquin County Mental Health Department, the San Joaquin County Victim-Witness Program, the Women's Center Youth and Family Services, the San Joaquin County Probation Department, and the San Joaquin County Counsel's Office with the San Joaquin County Human Services Agency acting as the lead agency.

**COUNTY OPERATED SHELTER – MARY GRAHAM CHILDREN'S SHELTER**

The Mary Graham Children's Shelter (MGCS) provides emergency short-term shelter care for children under the auspices of the California Department of Social Services (CDSS), the San Joaquin County Board of Supervisors, and the San Joaquin County Dependency Courts. MGCS is designed to be an emergency temporary haven for San Joaquin County children in need of protective custody at any time of day or night, any day of the year, until a more permanent placement can be identified.

The MGCS campus includes two residential cottages, an Administrative building, Child Advocacy Center, Walter Britten Visitation Center and Dorothy Biddick School (run by the County Office of Education)

The approved maximum capacity of MGCS is 60 children. The population of MGCS typically averages between 20 - 25 residents, depending on the ever- changing foster care population

needs and court placements. Children over the age of six years old reside at MGCS in one of two congregate care residences, referred to as Cottages. Children under the age of six years old remain on-site during the interview/admittance process and then are immediately taken to a foster home (which can be a County licensed home or a Foster Family Agency foster home).

Other measurable goals and outcomes of the MGCS program include stabilization of each child and the initiation of a complete assessment of the child's physical, psychological, and educational needs. This includes working with the child's CWS social worker, the assigned Mental/Behavioral Health Therapist, County Office of Education, and if necessary, the assigned psychologist, to design an appropriate level of treatment and placement options. The majority of these services are provided on-site through MGCS staff, CPS Social Workers, San Joaquin County Behavioral Health Department staff, the County Office of Education Staff or San Joaquin County Victim/Witness Services staff.

#### **FOSTER CARE LICENSING PROGRAM**

San Joaquin County has a Memorandum of Understanding (MOU) with the State of California that allows the agency to assume the responsibilities of licensing Foster Family Homes (FFHs). The Family Foster Care Licensing Program recruits, evaluates, and licenses prospective foster family and adoptive homes. As of February 2014, there are 221 County Licensed foster homes. The program also provides Parent Resource for Information, Development and Education (PRIDE curriculum) training (through Delta College) and other supportive services to foster parents. Orientation meetings are held twice a month. The Foster Care Recruiter is responsible for outreach and making contact to gain the interest of those interested in becoming foster parents. Program staff also investigates complaints made against county licensed foster homes.

San Joaquin County has also established a Relative Assessment Unit. This unit has the responsibility of assessing all individuals that are either relative or non-related extended family members (NREFMs) and assessing them for approval. Reviews of these homes are conducted in accordance with licensing standards. A three-hour relative assessment training class is also provided. State forms are utilized and input into CWS/CMS in order to verify that state compliance is being met regarding the approval of all relative/NREFM homes.

#### **THE ADOPTION PROGRAM**

San Joaquin County is licensed with the California Department of Social Services as an adoption agency. The role of the adoption social worker is to complete the 366.26 report, prepare adoptive placement paperwork, initiate the Adoption Assistance Payment for prospective adoptive parents and to complete and submit adoption finalization paperwork to Family Law Court. There were 117 adoptions finalized in 2013.

Lilliput Children's Services (LCS) completes unmatched adoptive home studies on prospective adoptive families after they are licensed by San Joaquin County. LCS completes 93% of conversion home studies, with County social workers completing 4% and various other licensed

adoption agencies completing the remaining 3% of adoptive home studies. In 2013, Lilliput completed 98 home studies (58 conversion and 40 unmatched). San Joaquin County social workers completed 4 and Aspiranet (private foster family and adoption agency) completed 3.

## **FINANCIAL/MATERIAL RESOURCES**

Children's Services and Juvenile Probation receive the bulk of their funding through the CWS Basic Allocation including federal, state and county funds. San Joaquin County utilizes allocated funding to provide services and blends these services to meet the needs of the population. The Children's Services Coordinating Commission administers CAPIT/CBCAP/PSSF/CCTF/Kids' Plate funds and Children's Trust funds to assist families throughout the county with primary and secondary prevention programs. San Joaquin County continues to seek grant funding to increase services. In the long-term, as funding becomes available, this funding should continue to positively affect reunification and recurrence rates for San Joaquin County children and families.

The Office of Child Abuse Prevention sends CAPIT and PSSF funding directly to the SJC Human Service Agency. The Human Service Agency has a Memorandum of Understanding (MOU) that is approved by the SJC Board of Supervisors on a yearly basis, to have the SJC Office of Education (COE) oversee the contractual services of the CAPIT funding.

In addition, the COE and CSCC oversee the Kid's Plate and County Children's Trust Funds for San Joaquin County. The county has used this method of collaboration for many years and has found it extremely effective. The Human Service Agency, County Office of Education, and Children's Services Coordinating Commission have a strong collaboration and have worked together to ensure the needs of at-risk families within the county are addressed.

The COE contracts with community-based organizations within the county that are selected through a competitive bidding process. The COE oversees monthly billing statements for the CAPIT/CBCAP/CCTF programs to ensure they are accurate. The CSCC's Monitoring Committee provides the intensive monitoring of the programs on an annual basis. The HSA Contracts Management Division provides monitoring of the CAPIT funded programs. This is achieved with yearly on-site monitoring visits, as well as monthly analysis of billing statements that require correction and monthly reports submitted to HSA and the CSCC visits, as well as monthly analysis of billing statements that require correction and monthly reports submitted to HSA and the CSCC.

The Children's Services Coordinating Commission (CSCC) was designated in 1986 by the Board of Supervisors as the San Joaquin County Child Abuse Prevention Council. The CSCC is an independent organization within county government that currently provides CAPIT funding to the non-profit Child Abuse Prevention Council. The CSCC's mission is to facilitate the

development of happy, healthy children by maximizing resources through advocacy, effective education, coordination and planning of services for children and families who are at risk of abuse or neglect. Membership on the CSCC comes from public agencies, community-based social services agencies, and supervisorial district representative groups. The CSCC is driven by community-needs and represents a true multi-disciplinary collaborative.

The Office of Child Abuse Prevention sends CAPIT and PSSF funding directly to the SJC Human Service Agency. The Human Service Agency has a Memorandum of Understanding (MOU) that is approved by the SJC Board of Supervisors on a yearly basis, to have the SJC Office of Education (COE) oversee the contractual services of the CAPIT funding.

In addition, the COE and CSCC oversee the CBCAP, Kid's Plate and County Children's Trust Funds for San Joaquin County. The county has used this method of collaboration for many years and has found it extremely effective. The Human Service Agency, County Office of Education, and Children's Services Coordinating Commission have a strong collaboration and have worked together to ensure the needs of at-risk families within the county are addressed.

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## State and Federally Mandated Child Welfare/Probation Initiatives

San Joaquin County Children's Services is participating in a number of initiatives including the Fostering Connections After 18 Program, Katie A. /Core Practice Model and Safety Organized Practice.

### **Fostering Connections / After 18 Program**

San Joaquin County began providing *After 18 Program*/ AB 12 Program services in January of 2012. The process began with the identification of key stakeholders and series of implementation meetings to prepare for the program's start. Work groups continue to meet to refine the program. Juvenile Probation case managers their population as does Children's Services.

## **Katie A. /California's Core Practice Model**

In 2002, a class action lawsuit was filed against the California Department of Social Services (CDSS), the California Department of Health Care Services (DHCS) and the County of Los Angeles. The basic argument made in this lawsuit centered on the issue of inadequate mental health services for foster youth. The plaintiffs alleged this shortfall was causing children to experience placement instability and result in unnecessary restrictive placement settings. A settlement was reached and a strategic plan has been adopted to rectify the challenges identified in this case.

In preparation for potential program changes as a result of this litigation, San Joaquin County Child Protective Services and Mental Health Department began meeting regularly with its management staff. Currently a unit of Mental Health workers has been co-located with Child Protective Services. This unit is comprised of one program manager, one supervisor and seven mental health clinicians. A mental health screening tool has been developed to use with foster youth, and both departments have been advised of the processes required to conduct screenings on all children entering care. These screening tools are completed by the case management social worker and then forwarded to Mental Health for review.

## **Safety Organized Practice**

While not identified as a specific initiative, San Joaquin County Children's Services has begun implementation of Safety Organized Practice (SOP) in the County. San Joaquin County began the implementation of SOP in 2012. Through this practice model, social workers have been able to apply a structured strategy designed to help all the key stakeholders involved with a child - the parents, the extended family, the child welfare worker, supervisor, managers, lawyers, judges, and other individuals - maintain their focus on assessing and enhancing child safety at all points in the case process. This practice model integrates the best *signs of safety* methodology, i.e., a strengths and solution focused child welfare approach that includes Structured Decision Making and a family engagement approach.

## **Board of Supervisors (BOS) Designated Commission, Board of Bodies**

### **The BOS-Designated Public Agency**

The San Joaquin County Board of Supervisors has designated the San Joaquin County Office of Education as the public agency to administer CAPIT, CBCAP and CCTF programs, in conjunction with their role as the support agency to the Children's Services Coordinating Commission (CSCC).

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

The CSCC was designated in 1986 by the Board of Supervisors as the San Joaquin County Child Abuse Prevention Council. Its mission is to facilitate the development of happy, healthy children by maximizing resources through advocacy, effective education, coordination and planning of services for children and families who are at risk of abuse or neglect. Membership on the CSCC comes from public agencies, community-based social service agencies, and supervisorial district representative groups. The CSCC is driven by community-needs and represents a true multidisciplinary collaborative.

## **County Children’s Trust Fund Commission, Board or Council**

The SJC Office of Education, in support of the CSCC, serves as the administrator for CAPIT/CBCAP/CCTF/Kids Plate funds. The CSCC serves as the Advisory Committee for PSSF, which is administered by the SJC Human Service Agency. Programs and/or services funded by the CAPIT/CBCAP/CCTF/Kids Plate are driven by community needs. CBCAP funds are not deposited into CCTF as they do not fall below \$ 20,000.

The Office of Child Abuse Prevention sends CAPIT and PSSF funding directly to the SJC Human Service Agency. The Human Service Agency has a Memorandum of Understanding (MOU) that is approved by the SJC Board of Supervisors on a yearly basis, to have the SJC Office of Education (COE) oversee the contractual services of the CAPIT funding.

In addition, the COE and CSCC oversee the Kid's Plate and County Children's Trust Funds for San Joaquin County. The county has used this method of collaboration for many years and has found it extremely effective. The Human Service Agency, County Office of Education, and Children's Services Coordinating Commission have a strong collaboration and have worked together to ensure the needs of at-risk families within the county are addressed.

The COE contracts with community-based organizations within the county that are selected through a competitive bidding process. The COE oversees monthly billing statements for the CAPIT/CBCAP/CCTF programs to ensure they are accurate. The CSCC’s Monitoring Committee provides the intensive monitoring of the programs on an annual basis. The HSA Contracts Management Division provides monitoring of the CAPIT funded programs. This is achieved with yearly on-site monitoring visits, as well as monthly analysis of billing statements that require correction and monthly reports submitted to HSA and the CSCC

## **Services Funded by CBCAP/CAPIT/PSSF Funds**

### **DESCRIPTION OF SERVICES**

#### **CAPIT/CBCAP FUNDING**

The CAPIT funded programs are overseen by the COE and administered through the CSCC. The programs are offered through the Child Abuse Prevention Council which is a non-profit agency in the community. The Family Intervention Program provides services to families at

risk of entering the Child Welfare System. The program provides case management services for non-system at-risk families, while increasing awareness and access to affordable community services, in an effort to strengthen families. Referrals came from multiple sources which included but was not limited to schools, counseling agencies, community based organizations, self-referred walk-ins, social workers, school counselors and law enforcement. During FY 2012-2013, families were cross-referenced with the CMIS and less than 3% of the families who received services under the Family Intervention Program entered the CWS.

The other CAPIT funded program is a Respite/Immediate Short Term Child Care, also offered through the Child Abuse Prevention Council, non-profit agency, providing immediate short term and respite child care for families in San Joaquin County that are at risk of abuse, neglect or exploitation. Some services were provided while the families attended life enhancing services such as substance abuse treatment, violence counseling, mental health counseling, parent education, homelessness, and/or medical appointments. . Services are provided as a drop-in basis or not to exceed 3 months of care. During the duration of the services, if families need child care for an extended period of time, children are placed into California Department of Education funded programs offered at the same location. At this time we do not have a system to measure outcomes of families other than when an individual successfully completes a Substance Abuse Program while their child was receiving care. At this time we do not have an aggregate data system to measure long term outcomes. In the future we will cross-reference families with the CMIS regarding entry/re-entry into CW system.

The CBCAP, and a portion of Kids' Plate, funds an 8-week Parenting and 12-week Co-parenting and life skills classes to at risk families through the Women's Center Youth & Family Services, Family Violence Prevention Program. The curriculum includes discussion, lecture, handouts, videos, role-playing, skill building exercises and self-study. Classes were offered in Spanish and English at multiple locations. By offering the no fee classes throughout the county, the WC provided information and resources to families in their own neighborhoods who lacked transportation and/or funds required by the majority of other parenting programs. Classes that targeted migrant Spanish speaking families were accommodated around the seasonal work schedule. The program is to educate parents about family dynamics, a child's development, and communication in order to prevent intimate partner violence and child abuse, thereby reducing the family's risk of entering the Child Welfare System. Test scores of individual parents completing the program show increased knowledge in all five constructs of education. During the past year, there has been a 56% increase of father participation. The statistics have shown that fathers have completed the programs at a higher rate than mothers. Parents who had previously completed Basic Parenting classes over the past two years were contacted and 85% reported lasting improvements in decreased arguments, overall cooperation, controlling anger, better communication, more empathy for their children and a better understanding of their developmental stages.

### CAPIT / CBCAP QUALITY ASSURANCE

The San Joaquin County Children's Services Coordination Commission (CSCC) is the entity serving in the capacity of the Child Abuse Prevention Council, as explained at the beginning of this section on CAPIT/CBCAP Services.

The direct service providers selected to receive CAPIT/CBAP funding have implemented strategies that reflect the overarching goal of child abuse prevention, intervention, and treatment. The evaluation approach to assess the impact of the CAPIT/CBCAP contracts utilizes engagement outcomes and short-term and intermediate outcomes to assess the work service providers. We have just begun to evaluate long-term outcomes using previous year's evaluations.

As discussed earlier, each contract with a service provider, has specific criteria regarding pre- / post- testing, client satisfaction surveys, monthly and quarterly reports, as well as a year-end report that is then submitted to the County Office of Education/CSCC and then to the incorporated into the Office of Child Abuse Prevention's Annual Report.

Monthly meetings are conducted by the San Joaquin County Children's Services Coordinating Commission and at that time monthly reports on CAPIT/CBCAP funded programs are reviewed. These reports include in part, information on current referrals, on-going services, and community outreach. Quarterly at least one service provider will also give an oral presentation to the SJC CCSC and respond to questions asked by the Commissioners to assist in clarifying program components and outcomes. Narrative reports are submitted quarterly to the COE for review. CAPIT/CBCAP services providers attend Strategies trainings, International Child Maltreatment Conference and other statewide training on child maltreatment, home visitation, etc. A Child Abuse Prevention Symposium is offered annually to social workers, therapists, counselors, law enforcement, probation officers, nurses, and other individuals working with at risk children and families to keep them educated on child abuse and neglect.

The Children's Behavioral Health Department contracts with various agencies to provide services in the community under the Mental Health Services Act. These programs are decided upon by holding focus groups throughout the county. We are unaware of the evaluation process currently in place.

The First 5 San Joaquin funds school readiness and home visitation programs throughout the county. Individuals serve families with children birth to five years of age utilizing the Parents As Teachers (PAT) home-based curriculum, Raising A Reader (RAR) literacy program, Happy Healthy Me, and Nutrition and Physical activities. Families and child care providers are also provided information related to health and safety, such as mental health, water safety, safe sleeping, immunization and oral health. Programs are decided through a local Strategic Plan process through First 5 San Joaquin and are monitored by First 5 staff annually.

The Children's Services Coordinating Commission's Monitoring Committee provides supervision and oversight of the CAPIT/CBCAP funded programs. The supervision and

oversight ensures that all federal and state mandates are met. Program management supervision includes the submittal of fiscal reports/billing statements from the service agencies to the contractor. They are then analyzed to ensure that monthly expenditures were appropriate, as outlined in the contract. If there are any areas of concern, the agencies are provided with a corrective action plan and a timeframe to institute the plan. This is further verified by the CSCC Monitoring Committee.

### **CBCAP**

Women's Center Youth and Family Services (WCYFS) provide parenting/life skills services that reduce the risk factors of intimate partner violence and child-abuse. The eight week parenting and 12-week co-parenting classes provide services to equip families with the knowledge and skills needed before CWS needs to intervene. Free parenting classes were needed for families throughout the county in various locations. By providing no fee classes at numerous locations, we were able to provide information and resources to families who lack transportation and/or funds required by the majority of other parenting programs. Both the basic parenting and the co-parenting courses carry waiting lists which suggest that the programs continue to meet a critical need. The co-parenting class is the only class offered in the county. Services are provided to families throughout San Joaquin County who are not already a part of the Child Welfare System seeking parenting education and support. Services were provided in the communities where there is a high incidence of CWS referrals; to parenting teens; homeless families as well as special needs and underserved populations.

The WCYFS achieved their 2012-2013 goal of providing services to 342 families throughout the county. These participants serve as parents to 817 children. This achievement enabled them to educate parents and children about family dynamics and communication in order to prevent intimate partner violence and child abuse, thereby reducing the family's risk of entering the Child Welfare system. A cross reference of all clients entering a different CWS parenting program confirms that the voluntary basic and co-parenting programs effectively prevent families from entering the child welfare system. In addition to this significant finding, test scores of individual parents completing the program show increased knowledge in all five constructs of education. The information indicates, on average, a 46% decrease in risk factors. The pre/post test scores combined with in class demonstration of skill suggests that families have had a change in attitude and behavior. Reportable data is collected by a variety of methods. Based on the use of the evidence-based curriculum "The Nurturing Parent", a pre and post assessment has been adopted that measures challenges in five constructs of parenting: Expectations of Children; Parental Empathy towards Children's Needs; Use of Corporal Punishment; Parent-Child Family Roles; and Children's Power and Independence. The assessment is given at the onset of the parenting program and again as the parent completes the program. Test scores are compared and measured. All classes incorporate role playing with newly acquired skills for parenting at home. Observation of such skills enables the instructor to provide feedback and potential practice in the classroom setting. In addition, a client satisfaction survey is provided on course material and instructor interaction.

All participants are given a client satisfaction survey at the end of the course as well as weekly feedback forms. Children's Services Coordinating Commission reviews client satisfaction surveys on a quarterly basis and provides an annual onsite review of the program. In addition, the WCYFS provide a monthly written report of participants, location of services, success as well as challenges to the program. If a concern arises, discussion will take place during the monthly meeting and follow-up will be provided during the following monthly report. No concerns were addressed during the reporting period.

Additional funding was provided by Kids' Plate. This service provider would definitely be recommended to another county interested in this service.

### **CAPIT**

Child Abuse Prevention Center (CAPC) provides Crisis Respite/Short term child care and Family Intervention case management services to all children and families living in San Joaquin County who are at risk of abuse, neglect, and/or exploitation and families who are in crisis. Many families are homeless, jobless, below poverty level, substance abusers, and/or victims of domestic violence. The CAPC is needed for Crisis/Respite child care services for high risk families at risk of abuse and neglect who may enter into the Child Welfare System. Services enable parents to be compliant with mandated court ordered programs, search for jobs and/or housing, and attend medical or mental health appointments while knowing their child is safe from harm. The Crisis/Respite care services helped keep children safe while enabling the parents to attend mandatory programs to meet family compliance requirements. The Ages and Stages Questionnaire (ASQ) is used for the Crisis/Respite child care program.

Family Intervention Program services families experiencing a high level of stress and/or who may be in need of life enhancing services to keep them from entering the CWS. The program assists families in identifying their strengths, needs, and current resources in order to formulate a case plan to address their present crisis and life stressors. The family assessment tool assists them in recognizing their capacity to make improvements thereby lowering their stress levels.

FRIENDS Protective Factors survey is used for the Family Intervention Case Management program and Children are referred to other services as necessary. The results of the Protective Factors Survey indicate that 81% of families have shown improvement in one or more areas during the reporting period. Families that have completed case management services have been successful in strengthening their family and are highly satisfied with the services they received. Many have noticeable improvements in family functioning and having their immediate needs met. The Strengthening Families format used is: helping families identify goals, identifying steps to achieve their goals, providing encouragement and guidance, and connecting families to resources. All of these activities combined all play a part in the successful outcome.

The Crisis/Respite Care Services Program and the Family Intervention Program provides a monthly report to the Children's Services Coordinating Commission which includes information on participants, location of services, resources provided, as well as success and challenges.

Client satisfaction surveys are included in quarterly reports which are reviewed by the Commission and an annual on-site review of the programs is conducted. If a concern arises, discussion will take place during the monthly meeting and follow-up will be provided during the following monthly report. No concerns were addressed during the reporting period.

Additional funding for Crisis/Respite Care Program was provided by First 5. This service provider would definitely be recommended to another county interested in this service.

### **PSSF FAMILY PRESERVATION**

Council for the Spanish Speaking (El Concilio) provides Differential Response Services (i.e. case management services to families brought to the attention of CPS but not rising to the threshold of CPS intervention). Services can be provided for up to three months with family's cooperation. Voluntary early intervention and prevention services are provided to families and children at risk of abuse and/or neglect with the goal of reducing entry and/or reentry into child protective services.

Monitoring visits are conducted by Contracts Management Unit of the Human Services Agency. Also, the service provider reports on a monthly basis the number of families successfully engaged and the number and types of services provided. Engagement rate is one available measure of client satisfaction. Additionally client satisfaction surveys are handed out to all participants with encouragement to complete and return the survey to CPS. For FY 2012 -2013 a total of 568 surveys were returned and of those 555 had only positive responses. Survey results were shared with the service provider in aggregate.

Contracts Management Unit of the Human Services Agency provides no less than annual fiscal and programmatic monitoring of the provider. Additionally as mentioned above client satisfaction surveys are provided to and reviewed by CPS. The Contracts Management Unit would follow-up with the provider if any concerns were noted during the monitoring visit. Additionally concerns noted in client satisfaction surveys are shared with the service provider. As mentioned above those negative comments were few and far between and some had to do with things beyond the control of the service provider such as a client being upset that the service provider was unable to pay their rent or bills.

Additional funding was provided by CWSOIP. This service provider would be recommended to another county interested in this service.

### **PSSF FAMILY SUPPORT**

Women's Center Youth and Family Services provides Differential Response Services to families where allegations of domestic violence and/or sexual assault are present to Families evaluated-out from Child Protective Services. Voluntary early intervention and prevention service are provided to families and children at risk of abuse and/or neglect with the goal of reducing entry and/or reentry into child protective services.

The program and provider have demonstrated steadily increasing numbers of referrals handled as well as increases in successful engagement of clients. Specifically in FY 2011 – 2012 a total of

2572 families were referred for services based on evaluated out CPS calls versus 2700 families referred in FY 2012 – 2013. And in FY 2011 – 2012 a total of 1013 families received case management services versus 1200 families receiving services in FY 2012 – 2013. Monitoring visits are conducted by Contracts Management Unit of the Human Services Agency. Also, the service provider reports on a monthly basis the number of families successfully engaged and the number and types of services provided. Engagement rate is one available measure of client satisfaction. Additionally client satisfaction surveys are handed out to all participants with encouragement to complete and return the survey to CPS. For FY 2012 -2013 a total of 568 surveys were returned and of those 555 had only positive responses. Survey results were shared with the service provider in aggregate.

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Additional funding was provided by CWSOIP. This service provider would be recommended to another county interested in this service.

#### **PSSF TIME - LIMITED FAMILY REUNIFICATION**

Women's Center Youth and Family Services provides Post-reunification services to assist in the prevention of maltreatment, re-entry into foster care and provide support to families where a child has returned home from a foster care placement for Families who are reunifying with their children in/or returning from foster care. Families are provided with the support and resources they need to help them with the transition of their children from out of home care back into the home of the parents through community based services. The goal is to reduce both recurrence of maltreatment as well as to reduce reentry into the CPS system.

The program and provider have demonstrated steadily increasing numbers of referrals handled as well as increases in successful engagement of clients. Engagement rate is the only available measure of client satisfaction that is available to the county. The service provider reports on a monthly basis the number of families successfully engaged and the number and types of services provided.

Contracts Management Unit of the Human Services Agency provides no less than annual fiscal and programmatic monitoring of the provider. Monitoring visits are conducted by the Contracts Management Unit of the Human Services Agency. The Contracts Management Unit would follow-up with the provider if any concerns were noted during the monitoring visit.

Additional funding was provided by CWSOIP. This service provider would be recommended to another county interested in this service.

## **PSSF ADOPTION PROMOTION AND SUPPORT**

San Joaquin County Adoption and Post-Adoption Services provide recruitment, licensing, training, adoption assistance and post-adoption support to families wishing to or having successfully adopted children from the foster care system. A number of supportive services are provided to adoptive families and children including referral for services, determination of special needs funding, problem resolution, wraparound services, etc. The activities outside the scope of normal AAP/Post-Adoption social work are accomplished by a combination of Licensing and Adoption social workers collaborating with one or more of our community partners. Normal AAP/Post-Adoption social worker's tasks are to: 1) process special needs requests and AAP contract renewals. We do two year time-limited contracts, so review and renegotiation occurs on approximately 100 cases per month; 2) assist and support adoptive parents with information and referral, and; 3) assist adoptees with bio-family inquiries and determine what, if any, information is authorized to be released about parents, siblings, etc.

The first support service is an Adoption support group whose purpose is to provide education, support, networking, and resources to families with approved home studies and post-adoption families. The group is co-facilitated by Lilliput Children's Services and San Joaquin County staff. Play-care for the adoptive families' children is included so as to make these meetings easy to attend for the families. The second is a referral to Family Support Services for families who have completed unmatched and conversion home studies. These services provide stabilization, support and education to address identified concerns in an effort to preserve and enhance the adoptive choice these families have or are making. Additionally, our AAP/Post-Adoption social worker maintains contact with our Wraparound provider for the county and actively refers families that might benefit from this preventative intervention in the hope that it will preclude a more restrictive placement option for adopted minors who are struggling behaviorally and emotionally.

Specific focus has been on increasing the number of culturally competent adoptive homes for African American children. Additional emphasis has been placed on providing voluntary early intervention and prevention to adoptive families and children to promote healthy development and stabilization of adoptive placement. Effectiveness is measured Successful recruitment and licensing, timeliness and effectiveness of adoption and post-adoption services provided.

There is a formalized complaint system to allow feedback to supervisory and management personnel regarding delivery of these services. An Internal review provided by Child Welfare Services. No concerns noted.

Additional funding was provided by AAP/CWSOIP/Child Welfare Basic.

## Systemic Factors

### Systemic Factors

Seven system factors were reviewed for the CSA process: Management Information Systems, County Case Review System, Foster and Adoptive Parent Licensing, Recruitment and Retention, Staff, Caregiver and Service Provider Training, Agency Collaboration, Service Array and Quality Assurance System

#### A. Management Information Systems – Children’s Services

**Child Welfare System/Case Management System (CWS/CMS)** *CWS/CMS:* The Human Services Agency is committed to maximizing the statewide child welfare database, CWS/CMS as a tool for outcome-based casework for Children’s Services. All staff, supervisors and management have access to this program and use it to track and document all case management services information delivered to children and families. New employees complete 5-day training on the CWS/CMS system, with emphasis placed on the areas of the CWS/CMS that pertain to their job assignment. Each worker has their own desktop computer to access the CWS/CMS system. Social workers and supervisors who work the “after hours” shift (5:00 pm – 8:00 am weeknights and weekends) also have access to the CWS/CMS system via iPads and Citrix tokens. Managers also have iPads and Citrix tokens to access CWS/CMS.

*SafeMeasures:* an online quality assurance tool that organizes CWS/CMS data into outcome measures that monitor service delivery via daily, weekly or monthly data reports. Every social worker, supervisor, and the entire management team has access to SafeMeasures to see compliance measures countywide, within their program and for their individual units of workers and caseloads. It provides an excellent quality assurance tool for the day-to-day work. Certain measures are provided to the Child Welfare Division Chiefs on a monthly basis to Child Welfare System/Case Management System (CWS/CMS) assist them in monitoring the compliance in their programs. These statistics are discussed with and provided to supervisors to guide them in working with staff to ensure compliance is met on their staff’s individual caseloads.

*Structured Decision Making (SDM):* To ensure that informed decisions considering risk, safety and protective capacity, SDM tools are used throughout the entire Child Welfare System. The use of SDM tools has been integrated into policy within programs of the Child Welfare System. Some of the SDM tools are not being used to their fullest potential in some program areas. Training has been provided by UC Davis and internal trainers to aid social workers in viewing SDM tools as a guide to their casework. SDM has its own data collection and analysis component provided by the National Council on Crime and Delinquency.

*CWS Intranet (HSANet):* An Intranet based site that contains Administrative handbooks for the Human Services Agency, as well as handbooks specific to work within Children’s Services. There are quick links to reserve County cars, complete Time Studies, order supplies, the employee directory and electronic forms. There are also shortcut links to Microsoft Office, CWS/CMS, SafeMeasures, SDM, CJIS and San Joaquin County Human Resources. There is also “My Shared Drive” which provides staff with access to documents, such as available foster homes and approved relative homes.

## **Management Information Systems – Juvenile Probation Division**

County Probation Department secured direct access to CWS/CMS during FY 2012-2013. The Department works closely with the Child Welfare agency for CWS/CMS account access, training and information. A Child Welfare eligibility worker is assigned to handle probation cases for purposes of foster care payment processing.

The Information Systems Division for the County of San Joaquin maintains the primary Network and email application for county departments:

- The Juvenile Probation Division (JP) operates a Local Area Network on which the Juvenile Justice Information System (JJIS) is deployed. This information system maintains data on every referral including access to mug shots and linkage to court events provided by the Superior Court
- The JP has deployed desktop computers to all probation officers, and clerical personnel. In addition, key staffers within the Juvenile Hall facility have access to the network applications via desktop computers
- The JP intranet provides access to assessments and instruments used to conduct assessments of youth risk, need and protective factors through a connection to Assessment.com
- San Joaquin County JP has dedicated terminals with access to the California Law Enforcement Telecommunications System. This system allows law enforcement agencies across the state to share arrest and other classified information
- The San Joaquin County Juvenile Probation Division (SJJPD) does not have any dedicated analyst on staff. Ad hoc and management reports are produced by the Probation Unit Supervisor of the Justice Systems Unit. Their expertise and understanding of the database layout and SQL server and .NET technology has allowed the department to produce quality reports and management information regarding a variety of aspects related to probation services delivery. However, since
- The JJIS is primarily a case and referral tracking system, as compared to a case management system; it has limited capacity related to the reporting of qualitative data regarding the progress of youth while under the supervision of the SJJPD. This information is generally maintained in individual case files.

## **B. County Case Review System**

San Joaquin County Children Services is in the pre-implementation stages of incorporating a Quality Assurance model. The Rushmore Project model seems most appealing; yet additional research is being conducted before officially deciding which model to use throughout the agency to obtain qualitative data about case work. The Intake and Assessment (I&A) program

has established a non-qualitative case review process for referrals investigated for child abuse and neglect. The referrals are randomly selected for review (approximately 5 – 10 referrals per month) and only include referrals closed within 30 days from the first face to face contact. The referrals are reviewed by all I&A staff and supervisors on a rotational basis. Currently, this is the only program using a case review process.

In the programs within Child Protective Services that do not yet have a prescribed case review system, the primary responsibility for reviewing case work falls on the unit supervisor. One-on-one supervisor-worker conferences are required on a varying frequency. Some supervisors meet with their staff on a weekly basis, while others meet with their staff on a bi-weekly or monthly basis. Supervisors are expected to maintain current knowledge about each case in their unit. Supervisors also must review case plans, court documents, etc., before they are filed with the courts. Supervisors review and discuss risk, safety and protective factors with staff at key decision points as well. Supervisors provide support to their staff by encouraging critical thinking, involvement of the family support systems while focusing on the best decision for ensuring safety of the children.

The San Joaquin County Probation Department utilizes the Juvenile Justice Information System (JJIS); a web-based case management system. The fully automated case management system tracks all juvenile probation processes, from the referral stage, through disposition and supervision. The system includes a complete juvenile detention module to track the detention and movement of youth in the detention facility from intake to release; offers a multitude of reports that provide data to officers to assist them in the management of their caseloads; integrates with Assessment.com to provide data population for the risk/needs assessments, case plans, detention reports and social history reports; and, provides a tickler system to assign officer activities and set due date and times. The internal tickler system assists officers in keeping up on the demands of their caseload and court deadlines. The Juvenile Justice Information System and Assessments.com together provide the officer with the ability to track, report, analyze, and manage their casework.

### **Court Structure/Relationship**

The San Joaquin County Superior Court has jurisdiction over all felonies, misdemeanors, civil cases, small claims, traffic, cases involving title and possession of real property, dissolution of marriage and child custody, probate, conservatorship, mental health, and juvenile proceedings.

There is a positive working relationship between the courts, Probation and Child Welfare. In San Joaquin County, four courts are dedicated to juvenile matters. Two are dedicated to dependency (300 WIC), where a petition is filed alleging that a child is a victim of, or at risk of, abuse and/or neglect. Two courts are dedicated to delinquency (602 WIC) matters, where a petition is filed alleging that a child committed an act that is a violation of the law. Once a petition has been filed, there are subsequent court hearings where decisions are made regarding the care, custody and placement of the child.

Sections 241.1 W & I code makes provisions for children who fall under both the jurisdiction of CWS and Juvenile Probation. Each agency assesses the case and determines which system would best serve the youth and their family, while addressing the safety of the community. If the juvenile probation officer and the social worker agree to a recommendation, then the recommendation is orally brought before the Juvenile Delinquency Court for inclusion.

Child Welfare Services is represented by the San Joaquin County Counsel's Office. There are four full-time attorneys allocated to representing CWS in court, providing training for social workers in legal issues, and assisting administration with the development of policy and regulations. Several Public Defenders regularly represent clients in Dependency and Delinquency Court. Attorneys for Children and Families of the San Joaquin County Bar Association consist of a panel of attorneys who represent clients in both dependency and delinquency courts.

The Judges in San Joaquin County are diligent in adhering to the requirements set forth in the Welfare and Institutions Code. Reviews and permanency hearings are scheduled to meet prescribed time frames. Social workers make every effort to send notices within legal guidelines. If the notices are sent outside of the legal timeframes, continuances will be requested and granted by the Judge. Findings and Orders have been carefully reviewed by County Counsel attorneys and are constantly updated to ensure they meet Title IV-E requirements.

One of the Judges in San Joaquin County has taken particular interest in youth and education. He has school review hearings once per month to get updated information about the youth who are involved with Children's Services and have struggled with their education. The Human Services Agency funds a school liaison through the San Joaquin County Office of Education who works for the dependency court. At the school review hearings, the school liaison provides school records and reports to the Judge about the progress of the students. The liaison makes certain credits are not lost between schools as a result of multiple placement changes. The liaison also aids the social worker by providing information about the youth's progress and graduation. These hearings are typically conducted with youth who are struggling to attend school or are low performing students.

The Department of Alcohol and Drug Programs (ADP) and the Administrative Office of the Courts (AOC) has supported the development of drug courts in California since 1998. San Joaquin County has committed to the use of a Dependency Drug Court as a strategy to improve outcomes for children and their parents or guardians who are struggling with substance abuse issues. The purpose behind this program is to provide parents or guardians with appropriate drug and/or alcohol treatment and close judicial review. There are two programs – PROP I and PROP II – which involve an assessment, a referral to a drug treatment program and judicial review. The intensity of the program for each parent or guardian is at the discretion of the Judge. Children's Services has dedicated two full time social worker positions as drug court case managers. Their role is to be the liaison between the drug treatment programs and the case carrying social workers by exchanging information on the parent enrollment and

progress. They report to both Dependency Courts regarding the parents involved in drug treatment programs once per week.

There are times when the Court will appoint a volunteer from the Court Appointed Special Advocates (CASA) Program to mentor and assist a child who is involved with Dependency court. The CASA volunteer is trained in the court processes and issues that dependent children face. They interact with the child on a regular basis, generally with more frequency than the social workers and attorneys. They also meet with the parents and guardians, the foster parents, service providers, and teachers. During court hearings, CASA's are frequently present and make recommendations to the court regarding placement and services on behalf of the youth. As of January 2014, there were 67 CASA workers, with 48 of them currently advocating for 70 children.

#### Timing of notices and cases:

The W & I Code, as well as the rules of court, requires how and when a parent is notified. Child Welfare Services and Probation are responsible for timely notification of hearings to parents/guardians, foster parents, tribes, prospective adoptive parents, and relative caregivers of children in foster care and to allow them an opportunity to provide a statement regarding the children in their care. Child Welfare Services provide children aged ten years or older with a notice of hearing and a copy of the court report.

Notifications of hearings are sent via certified mail. The caregivers, whether related or non-related, receive a copy of recommendations. This process is monitored closely and deemed timely, thorough, and efficient.

The case carrying social worker is responsible for initiating the search for missing parents and providing the paperwork for notices to be sent once the parent has been found. The status of paternity and the location of parents is also a part of the Detention Report. The process is continued up until a child is either reunified or parental rights are terminated. Notification is completed as quickly as possible, but there are often delays that occur which result in some judicial delay.

In practice, continuances of court hearings are only given upon a showing of good cause provided it is not contrary to the best interests of the child or youth. It is the goal of the Court to minimize the number of continuances. This is especially true for court reports that are not filed within a timely manner. The Dependency Court Judges consider the issuance of sanctions for multiple continuances of court reports that are not filed within a timely manner.

Children's Services has been effective when seeking termination of reunification services and parental rights in a timely manner. Most recommendations of termination of reunification services and parental rights by Children's Services are ordered by the Courts. While cases involving termination of services or rights are more likely to be contested, the Judges are careful to rule on these matters within a timely fashion.

San Joaquin County Juvenile Probation Division also provides notification of all permanency placement hearings and pre- and post-permanency hearings via certified mail. The certified notification is sent to the parent, youth, group home, county clerk, district attorney, and public defender's offices. Youth and parents are notified in person by the supervising Probation Officer during routine meetings in addition to mailed notifications. Family Finding is conducted in each case to find and locate additional permanent connections for the youth. Family members identified and who submit their information to the Court are able to attend Court hearings on behalf of the youth. The process is monitored closely and deemed timely, thorough, and efficient. There is no need for improvement.

### **Case Planning**

Families who have open cases (children in and out of home care) in Children's Services have a written case plan that includes:

- ✦ Strengths of the family,
- ✦ Identification of the needs of the case plan participants,
- ✦ Identification of the services to be provided and behaviors that are to be modified,
- ✦ Assignment of responsibilities, among case participants,
- ✦ Identification of the goal of the services (return home, adoption, long term care, etc),
- ✦ Specification of the visitation plan for children placed out of home (with parents and siblings).

There has been a focused effort on the inclusion of the parents and children in the development of their case plan. The assigned social worker engages the parents in a conversation about their life stories and clarifies the reasons for court involvement. Family and individual strengths are identified. Together, the parents and social worker discuss possible services that would address their unique issues. The Structured Decision Making (SDM) Family Strength & Needs Assessment (FSNA) is a tool that assists with this process. The goal is always for the case plan to be as individualized as possible, to be behaviorally specific and to be directly related toward the reasons that the children were brought to the attention of Children's Services. Each parent has their own individual case plan, so the FSNA is completed by household, with differentiation made between "primary" and "secondary" caregiver. The Child Strength and Needs Assessment tool is completed to identify the strengths and assess the needs of all children involved in the open case. Both of these SDM tools are designed to include the family in the decision making process that will impact their family and get their agreement from the beginning regarding their case plan. An additional benefit is that the case plan can be individualized for the family's specific needs and the number of case plan objectives can be prioritized and reduced.

The initial case plan is developed within the first thirty (30) days of the child's removal and the subsequent court ordered case plan is ordered in conjunction with the Disposition Hearing. Once the case plan is developed, the parents and youth age 12 and older sign the case plan.

The documentation of the signatures of the parent and youth is documented in CWS/CMS. If the parent or youth refuses, is unwilling or unavailable to sign the case plan, that information is also documented in CWS/CMS.

Case plan progress is discussed on a monthly basis during regular contact with the parent and service providers. This ensures the parents or guardians know their responsibilities regarding the case plan and are given appropriate referrals along the way. The case plan is updated every six months in conjunction with the status review hearing for a court case or when significant changes in circumstances occur (i.e. an absent parent is located, etc). The case plan update provides current information on the parent's compliance and adherence to the case plan currently in effect and evaluates the progress in achieving case plan objectives. The case plan update should be done in collaboration with the family through the development of the SDM Family Strength and Needs Re-Assessment. Once the case plan update is developed, the parents and youth age 12 and older sign the case plan. The documentation of the signatures of the parent and youth is documented in CWS/CMS. If the parent or youth refuses, is unwilling or unavailable to sign the case plan update, that information is also documented in CWS/CMS.

All case plans are reviewed and approved in CWS/CMS by the supervisor of the assigned social worker. Case plans are attached to the dispositional report and each subsequent six-month status review. If there is disagreement regarding the case plan objectives, a contested hearing may be conducted. The Court approves each case plan.

It is the responsibility of the case carrying social worker to continually assess the placement of each child. The primary area for consideration is to ensure the child is placed in the least restrictive and least intrusive setting appropriate to his or her needs and in proximity to their parent's home. On an ongoing basis, the social worker assesses the child or youth's placement needs and the availability of appropriate relatives or non-related extended family members. The social workers and Probation Officers visit with every dependent child, in person at least once a month, even if the child is placed out of county or out of state. With the development of the AB 12 program, social workers and Probation Officers are also required to maintain monthly contact with non-minor dependents that are living out of state. Social workers are also required to see minors placed in group homes out of state on a monthly basis. Visits are conducted in person at least once a month with the care provider and parents. At least every other month, the social worker must see the foster child/youth in their foster care placement.

Again, in terms of internal case review of general child welfare matters, the primary oversight falls on the unit supervisor. Weekly or bi-weekly (for more senior staff) one-on-one supervisor worker conferences are required. Supervisors are expected to maintain current knowledge of all the cases in their unit. Supervisors also must review case plans and court reports prior to approving them. Supervisors review and discuss risk, safety and protective factors at key decision points as well. The Child Welfare Division Chiefs and often times, the Child Welfare Deputy Director also takes a direct role in case conferencing and providing guidance if special circumstances are brought to their attention.

## **C. Foster and Adoptive Parent Licensing, Recruitment and Retention – Children’s Services**

The Licensing unit has one supervisor, three licensing workers and one recruiter for foster care and adoption. The unit is responsible for ensuring the county is in compliance with all California state laws, rules, regulations, standards, and policies pertaining to the licensing of foster family homes pursuant to Division 2, Chapter 3 of the California Health and Safety Code; Chapter 9.5, Division 6 of the California Code of Regulations; Title 22; and the current Community Care Licensing Division Evaluator Manual.

The responsibilities of the Family Foster Home Licensing Program include:

- Conducting general orientation meetings twice a month to prospective foster parents
- Processing applications for foster home licensing
- Conducting criminal clearances (in-house Live-scan processing is free-of-charge to applicants) and process exemption requests, as required
- Assisting foster families in the understanding and application of Title 22 Regulations and insuring that the Title 22 regulations are adhered to by all licensees
- Conducting periodic evaluations and annual reviews of licensed homes
- Conducting in-depth investigations on any complaints received regarding a licensed foster home
- Reviewing PRIDE training concepts with licensed foster parents

### **General licensing, recruitment and retention processes:**

The licensing process begins after the potential applicant has attended a foster care orientation meeting and turned in their application packet. The application is screened and an initial records clearance is completed. Child Welfare system, Criminal Justice system, DMV and Megan’s Law clearances are run for any home that has previous associations. The application is assigned within five days to a licensing social worker. The licensing social worker has 90 days to license the home. Depending on circumstances, an extension of up to 30 days can be granted.. The licensee completes the following:

1. A two-hour Clearance Packet Meeting—explaining Title 22 Regulations, Foster Children’s personal rights, clearing alternative caregivers, reporting requirements, incident reports, training requirements/CPR & First Aid, Doctor’s Clearance and T.B. test, etc.
2. Live-Scan—the applicant(s) and any resident 18 or older is live-scanned. If there is a conviction, then the applicant is notified in writing and asked if they would like to go through the exemption process. If there are arrests or past CPS involvement, the applicant is notified of the need for further investigation. If an applicant has lived out-of-state within the past five years, an Adam Walsh check is run to see if there are any Child Welfare records in that state. (All cases with CPS, criminal history or previous licensing actions are formally reviewed at a legal consult with the CCL liaison and attorney.) Legal consults are once-a-month. Urgent matters are staffed immediately..

3. A LAARS (Licensing Administrative Action Records System) check is run on each applicant. If there has been a previous revocation action or denial, this may result in a denial of the application.
4. An initial walk-through of the home is scheduled if the licensee passes all of the initial screening requirements. (See facility review tool)
5. A follow-up appointment is scheduled within 30 days to approve any needed corrections and bring the home into compliance with the Title 22 Regulations.
6. The licensee is registered for the 30 hour PRIDE Series -which is two 3-hour sessions per week for 5 weeks.
7. To be licensed the home must complete all of the Licensing documents and Placement documents
8. To be ready to accept foster care placements, the licensee needs to complete all of the Placement requirements, which include the Health Screen/TB test, CPR/1<sup>st</sup> Aid, PRIDE training and Water-well test (if applicable). A Fire Inspection is required for all homes interested in taking non-ambulatory children or exceeding a capacity of six foster children.

The Family Foster Home Licensing Program also has a recruiter whose responsibilities include making contact with local newspapers, local television, and radio stations to arrange for public service announcements regarding the need for family foster homes within the community. The recruiter is responsible for managing the Foster Care Recruitment Budget which is used to advertise on radio Stockton Ports, and CBS Billboards. The Foster Care Recruitment Budget is also used for retention efforts with a Foster Appreciation Event, Summer BBQ and Holiday Party.

In an attempt to recruit potential foster and adoptive parents that reflect the racial and ethnic diversity of the children in care, the recruiter makes contacts with groups and businesses within the county including: The African-American Chamber, Rotary Clubs, school personnel/outreach, Foster Care & Kinship Education/ILP Advisory Committee, church groups, Community Partnership for Families Collaborative and African American and Hispanic owned businesses. The recruiter is involved in community education, presenting to community groups, churches, schools, health fairs, church fairs and other community events to provide information about foster care and adoption. The recruiter hands out information and promotional items and networks with other agencies at these events. Recruitment efforts for special needs children has been successful.

Having this function at the county level enables a greater degree of responsiveness to applicants, licensees, and to complaint investigations Recruiting can also be increased in demographic areas based on the review of county foster care placement needs.

Additional information regarding licensing and foster care can be found in Section C: Public Agency Characteristics

## Placement Resources

Placement Type	Licensing Authority
Group Home	State Community Care Licensing
Foster Family Agency	State Community Care Licensing
County Foster Homes	County Licensing
Relative/NREFM	County Approval

San Joaquin County utilizes a full array of placement resources for dependent children based upon the child's needs as to the required level of care. Team Decision Making (TDM) meetings are held whenever a decision needs to be made regarding removal, change of placement and/or reunification or another permanent plan is being developed for a child. TDM meetings always begin with a discussion about the least restrictive placement that meets the child's individual needs. These options range from returning the child to the family home, to keeping the child with relatives or individuals who are familiar to them, to placement in a foster home, to placement in a group home.

Children's Services has created two new Placement Facilitator (PF) social worker positions. The role of the PF's is to focus on finding concurrent planning homes for children who do not have relatives being assessed for placement and/or who have been assessed and deemed not adoptable at the present moment. Placement Facilitators also locate placements for children who are placed at Mary Graham Children's Shelter. PF's arrange pre placement visits and participate in TDM's on 7-day notices when foster parents want foster children removed from their home or when foster parents are struggling with the child placed in their home, and without support, a 7-day notice may be given. The use of Placement Facilitators by case carrying social workers is voluntary and final placement decisions are at the discretion of the case carrying social worker.

There is also a Permanent Placement Facilitator (PPF) social worker who is responsible for looking for concurrent planning homes for all children deemed to be adoptable. The PPF social worker will determine if other siblings have been adopted and seek out information on their caretakers. The PPF social worker gathers information on the child and includes this

information in a “child available” document. The “child available” document is sent to adoption social workers and private adoption agencies in order to seek out a concurrent planning family for the child.

The PPF social worker schedules, arranges and attends Adoption Staffings. If a child is matched with a concurrent planning home, then the PPF social worker will schedule and attend a disclosure meeting with the child’s case carrying social worker, foster parent and the identified concurrent planning family. During the disclosure meeting, there will be a discussion on the child’s background, pre-placement visits and to arrange the placement date. The PPF attends Joint Assessment Meetings (JAM) twice a week to review children brought into care within two weeks of removal. The PPF social worker will notify the Placement Facilitator (PF) and the case carrying social worker of the placement date. The PPF may also attend initial placement TDMs (ones held approximately 30 days after removal of a child) to provide updated information regarding the status of the efforts to locate a concurrent planning home

The supervisor of the licensing social workers sends a list of homes that have vacancies, along with their placement specifications to all case-carrying social workers. This list is also available to all staff in “My Shared Drive” documents. The Satellite Shelter Program, housed at the Mary Graham Children's Shelter, works to immediately place any child that comes into the shelter and is under the age of six years into a foster family agency or county licensed foster family home. Older children who have special needs are also placed as quickly as possible.

Although ongoing recruitment of county foster homes continues to be a goal of the agency, there continues to be a shortage of foster homes in general and more specifically, homes that will accept both long-term and emergency placements. Additionally, despite recruitment efforts, foster parents of color are not readily available for foster care or adoption.

Additional information specifically regarding adoption services can be found in Section C: Public Agency Characteristics

## **San Joaquin County Juvenile Probation Division**

### **Placement Resources**

Foster youth under the jurisdiction of the San Joaquin County Probation Department are considered for the closest and least restrictive placement available to them, including relative placement, NREFM, foster family and group homes. Each child’s case is reviewed for their individual treatment needs. Due to extensive needs of probation foster youth, many youth are inappropriate for local placements due to intensive treatment needs, running away, drug and alcohol abuse, gang involvement and violent criminal behaviors, the San Joaquin County Probation Department does place foster youth in group homes or residential facilities both inside and outside of San Joaquin County. To serve youth returning home from placements, the San Joaquin County Probation Department currently utilizes Family Vision which provides SB163 wraparound services to assist in the transition back within the youth's community. The SJPD meets in a weekly format with a Special Multi-Disciplinary Assessment and Referral Team

(SMART). The SMART members are comprised of Probation, Mental Health, Education, Placement Agencies, and Child Protective Services. The SMART committee reviews cases and approves or deny; out-of-state placements, level 13/14 group home and wraparound SB163 services.

## **D: Staff, Caregiver and Service Provider Training**

San Joaquin County Child Welfare Services works closely with the UC Davis Northern Training Academy to provide the majority of staff training to social workers and service providers. Social workers are required to complete the required CORE training with the first 24 months of employment. Additionally, new supervisors are required to complete Supervisor CORE training within the first year of their employment as a supervisor. The majority of trainings are offered at UC Davis training facilities and require approximately 3 hours of travel time in order to attend. UC Davis has agreed to provide some multi-day training locally for convenience, except CORE training which involves employees from surrounding counties. An example of this is the three-day Safety Organized Practice foundational training that is being implemented within San Joaquin County. There were three cohorts (approximately 160 staff) who went through this training and it helped that UC Davis was able to provide this training in San Joaquin County.

UC Davis also provides Leadership training to the Child Welfare Division Chief level of Children's Services.

Each year, the Children's Services management team identifies a training plan for the Agency. The training plan for the most current year included significant training in the area of Safety Organized Practice and Trauma Informed Practice.

Foster parents and caregivers participate in Parent Resource for Information, Development, and Education (PRIDE) training through San Joaquin County Delta Community College.

Probation Officers are required by law and regulations to receive a designated amount of training yearly. The Corrections Standards Authority (CSA) regulates the training and ensures annual compliance with all requirements. Newly hired probation officers receive over 179.3 hours of mandatory training during their first year of service and a minimum of 40 hours of training each year thereafter. Upon being transferred to the Placement Unit, officers also attend a 72-hour Placement Core training.

In addition to the above noted mandatory classes, probation officers also attend elective and supplemental classes. Supplemental training classes also include those offered by the U. C. Davis Training Academy that is specific to Division 31 regulations, permanency planning, and other foster care related topics. Below is a partial list of training classes offered to probation officers:

- \* Weaponless Defense
- \* Juvenile Justice Information System (JJIS)
- \* Medical Screening & Suicide

- Chemical Agents
- Arrest, Search & Seizure
- Supervisory Core
- Stasis-99 Risk Assessment
- EEO: Discrimination & Harassment
- Communication & Conflict Management
- EEO: Civil Service Rules Compliance &
- Leave Administration
- California Law Enforcement Telecommunication System (CLETS); less than full access
- Abuse of Youth in Placement
- Crisis Prevention Training
- Motivational Interviewing
- Workplace Violence Prevention
- Quarterly Firearms Qualification
- Behavior Intervention
- Permanency Planning for Foster Care Youth
- Sexual Harassment
- Probation Officer Core
- Diversity, Respect & Inclusion

## **E: Agency Collaboration**

San Joaquin County Children's Services and Probation collaborate in a number of projects, committees and initiatives. The departments work jointly to assess and service families that require dual jurisdiction services. A Memorandum of Understanding was reached between Children's Services and Probation regarding youth who are potentially dual status. WIC Sections 241.1 makes provisions for children who fall under both the jurisdiction of CWS and Juvenile Probation. Child welfare and Probation conduct independent investigations to determine where the youth would be better served under the Dependency (WIC 300) or Probation (WIC 600) system. The Juvenile Delinquency Court makes the final recommendation on which system will serve the youth.

The Probation Department and Children's Services also work jointly to provide ILP services to youth served by both agencies and are in frequent collaboration on cases involving non-minor dependents who were previously dependents/wards of the Court.

The coordinator of the Child Advocacy Center (CAC) who is also an employee of Children's Services, is responsible for hosting Multi-Disciplinary Team (MDT) meetings each month which includes representatives from Child Protective Services, the Child Advocacy Center, San Joaquin County General Hospital, County Counsel, San Joaquin County District Attorney Office, Behavioral Health Services, Victim Witness, Women's Center Youth and Family Services and each law enforcement jurisdiction in San Joaquin County (Stockton, Lodi, Tracy, Lathrop, Ripon, Manteca, Escalon Police Departments and Sheriff's Office). In addition to sharing information

during the meetings, a large piece of each meeting is devoted to reviewing cases that have had forensic interviews conducted by CAC staff. The purpose of this review is to discuss what worked well, what challenges were faced by various members of the team and, when appropriate, to develop next steps to assist the family as well as the investigation. This same team works under a Memorandum of Understanding which outlines the formal process for investigation, within a multidisciplinary framework, possible sexual abuse cases, as well as cases involving physical abuse or emotional abuse, that occur within San Joaquin County. The joint protocol establishes guidelines that ensure a cooperative and coordinated effort between the agencies.

The Special Multi-Discipline Assessment and Referral Team (SMART) meets weekly to promote inter-departmental cooperation and collaboration so that participating agencies insure that every possible resource is explored and utilized for at-risk children, regardless of which agency door the child and their family used to enter the system. The meeting is comprised of representatives from San Joaquin County Probation, San Joaquin County Children's Services, San Joaquin County Mental Health, San Joaquin County Office of Education, members of various school districts and stakeholders. Families are also invited to participate in the meetings. If residential placement has been determined to be the best placement option for the youth, the representatives will vote on whether a Level 13/14 or out of state placement is needed.

Children's Services hosts periodic meetings with representatives from the Foster Family Agencies that serve children within San Joaquin County. Child Welfare Division Chiefs attend this meeting and provide information to FFA's regarding concerns or situations encountered by social workers. In turn, the FFA administrators provide feedback about their concerns and needs. This meeting serves as an opportunity to discuss the shared responsibility for reducing the number of unnecessary placement changes for children in foster care and increase communication between the agencies.

## **F: Service Array**

San Joaquin Children's Services works collaboratively with a number of community based organizations to provide a wide variety of services to families. San Joaquin County has an established Differential Response (DR) program that works preventatively to keep children safe prior to CPS involvement. Each year child protection agencies across California receive over 500,000 reports of suspected child abuse and neglect. Many times, these reports do not meet the statutory definitions of abuse or neglect and therefore do not result in a CPS investigation even though family needs are identified. In these instances, providing families with the help and support of community resources can often help stabilize the situation and may prevent the need for future Children's Services intervention. The connections offered through the community often strengthen and stabilize families and ultimately reduce the occurrence of child abuse and neglect. The DR program has existed within San Joaquin County for more than a decade. This is a PSSF funded program, with additional funding provided by CWSOIP. There was a technical change to the number of Community Based Organizations that participated in

the DR program. The Women’s Center of San Joaquin County agency merged with Youth and Family Services agency to create “Women’s Center Youth and Family Services”. This agency along with El Concilio and Child Abuse Prevention Council are the three agencies that currently provide preventative services to the community.

*Please see attachment for additional information on Service Array.*

## **G: Quality Assurance - Children’s Services**

### **Monitoring Mental Health and Special Needs**

The implementation of the Katie A. Core Practice Model in San Joaquin County Children’s Services has led to the development of a closer relationship with San Joaquin County Children’s Mental Health Services. Currently, a unit of Mental Health workers has been co-located with Child Protective Services social workers. This unit is composed of one program manager, one supervisor and seven mental health clinicians. A mental health screening tool has been developed to use with foster youth, and both departments have been advised of the processes required to conduct screenings on all children entering care. These screening tools/referrals are to be completed by the assigned social worker within two weeks of case assignment (for a new case) and once a year thereafter for each child. The referral is then forwarded to Mental Health for review. The Mental Health team has triage meetings twice a week where they determine if the referrals meet the criteria for services and Katie A. subclass criteria. If the referral does not meet criteria for services, that information is provided to the referring social worker within ten days. If the referral does meet criteria for the child to receive mental health services, the Mental Health team decides which agency will provide services to the child. There are three agencies where the child could be referred for services: San Joaquin County Behavioral Health Children and Youth Services, Valley Community Counseling or Victor Community Support Services. The Mental Health team decides which of these three agencies would best meet the needs of the child and provides that information to the referring social worker within ten days. Each individual agency is responsible for making contact with the referring social worker to update them on receipt of the referral and maintain communication for the life of the case. In addition to this, the on-site mental health workers are available to provide immediate assistance, consultation, or recommendations to social workers who have clients with mental health issues. The mental health professionals also go out with social workers to meet with families and conduct Child and Family Team Meetings when evaluating the effectiveness of the mental health treatment.

All children who the case carrying social worker, the foster parent or the pediatrician suspect are having developmental delays are referred to Valley Mountain Regional Center (VMRC). After an initial assessment is completed and services are determined to be needed, VMRC provides services and completes follow-up for the child as needed.

Children 0 – 5 years are referred to Victor Community Support Services. After an initial assessment is completed and services are determined to be needed, Victor provides services and completes follow-up for the child as needed

Another program that has been very beneficial to clients is United Cerebral Palsy, which continues to be available through programs such as VMRC and First 5. These programs have traditionally worked well with families and social workers in providing services, recognizing concerning patterns in very young children, developing a treatment plan, and having personnel to assist in providing services.

San Joaquin County Children’s Services also has a unit specifically dedicated to youth who require extra attention due to mental health and/or special needs issues. Most of the youth assigned to this unit are in group homes. The Treatment Unit is comprised of five social workers and one supervisor. They are under the direction of the Division Chief for Division III. Their unique blend of skill with this population and keen knowledge of the services available to them has provided extremely valuable insight and services relating to the needs of these youth.

### **Monitoring Child and Family Involvement**

San Joaquin County Children’s Services recently implemented the use of Team Decision Making (TDM) meetings before or shortly after every placement change. A TDM is a placement decision making process that involves a collaborative and shared methodology for deciding the best placement options for children. Child welfare worker(s), the parents, the child(ren), family members, caregivers, service providers, and community representatives participate in TDM’s to discuss and finalize placements and permanency opportunities for children. The TDM meeting is generally held before a child’s move occurs. In cases of imminent risk where a child was placed into protective custody or when a 7-day notice has already been issued for a child in care, a TDM meeting will be held within 24-48 hours. In all other CPS cases, a TDM meeting will be held within a week. TDM meetings allow collaborative decisions to be made by a team of individuals identified in the child’s network. The team seeks consensual decision making regarding a placement that both protects the children and preserves or reunifies the family. The goal of the TDM meeting is to maintain children in a safe environment in the least restrictive manner; reduce recidivism or future displacements; stabilize and preserve existing placements; ensure a support and safety network for families; and to preserve and nurture the children’s familial and community connections. The meetings are facilitated by a CPS social worker and generally take 1-2 hours.

The TDM policy was implemented in November 2013 and is currently in practice. The policy outlines that any time a placement change is being considered, a TDM shall be held. This includes the following:

- Initial emergency removal of a child
- Potential removal of a child

- Change in placement from foster home to foster home; foster home to group home; group home to foster home; group home to group home. (Special efforts should be made to request a TDM meeting prior to a foster parent giving notice for a child in care).
- A child returning/potentially returning home from out-of-home care (family reunification to family maintenance). A TDM should also be held prior to overnight visits starting for children in reunification cases.
- Permanency Plan

The TDM facilitators are skillfully trained in involving the youth, the parents and the family members in the meeting so all meeting attendees truly have a voice in the final placement decision, even if everyone isn't in agreement with the final decision.

At the emergency response point of a case, when relative and other permanent placement options are being developed, San Joaquin County Children's Services engages in concurrent planning, which is simultaneous planning for both reunification and for possible alternative permanency options, including adoption. The process includes searching for relatives through LexisNexis™ (a search engine designed for this purpose), discussing possible permanence with appropriate and willing relatives, developing contingency plans and agreements, and assessing adoptability. Much of this service array is accomplished through Joint Assessment Meetings (JAMs). The purpose of the Joint Adoption Assessment Meeting (JAM) is to identify a concurrent plan/permanent plan for the child in case reunification fails. The JAM is to be scheduled within two weeks of detention. The meeting involves social workers, social worker supervisors and mental health representatives who discuss the parents' involvement in reunification, their CPS history to include past reunification efforts for current or additional children, and to review any progress with regard to relative or NREFM (Non-Relative Extended Family Member) assessments. In addition, there may be a discussion on the need for mental health services. During this meeting, the child's adoptability assessment document will be completed if jurisdiction has been obtained. Furthermore, the case carrying social worker can complete a Permanent Placement Facilitator (PPF) referral as appropriate to address the concurrent plan.

The benefits of JAM for a child are;

- Early placement of the child into a concurrent planning/permanency family which promotes the child's attachment, bonding and stability for the child's needs.
- Reduces the average number of placements for the child
- Reduces the length of time in foster care
- Reduces the length of time to finalize adoption cases

The Relative Assessment Unit consists of one supervisor and seven social workers who work diligently to assess relatives or Non-related Extended Family Members (NREFM) who have requested or been referred for placement consideration. This unit's actions are directly aligned with San Joaquin Children's Service's goal of ensuring each child entering the child welfare system is provided with a plan for permanency that is founded on best social work practice.

Approximately 60 days prior to a child's case being dismissed from dependency, the case carrying social worker makes a referral to the FOCUS program. The Focus Program (Families on Course Unite Successfully) is a contracted program with Children's Services that holds meetings that address issues families face after reuniting and provides services to families for 3-6 months following the dismissal of their CPS case. The intent of this program is to help families create or solidify their safety nets and in so doing to reduce the number of former dependent youth that re-enter our system. FOCUS staff will be invited to the TDM that is to occur prior to children being placed back into their homes. Their role at the TDM will be to introduce the FOCUS program and services to the family and let them know that their voluntary services can begin approximately 60 days prior to the case being dismissed in court and continue for three to six months after dismissal.

San Joaquin County uses Structured Decision Making tools to involve the child and family in the case plan development process. The Family Strength and Needs Assessment and the Child's Strength and Needs Assessment are tools specifically designed to assess the strength and needs of the family to develop an individualized case plan.

#### **Physical Health and Educational Needs:**

Each child that is admitted to Mary Graham Children's Shelter receives a preliminary physical examination. The physician on duty at the Child Advocacy Center (CAC) examines the child. The doctor prescribes any treatment that is needed. This is completed within 72 hours following admittance. If the evidence of physical abuse is clear or if the child has been sexually abused (and the timeframe is within 72 hours of alleged abuse), the child is immediately scheduled for a forensic examination at the CAC. Once cleared, the child is admitted/returned to the Shelter. During after hours, the examinations are completed at the San Joaquin County General Hospital.

For children and youth at Mary Graham Children's Shelter, an educational assessment is conducted by the teaching staff of the on-site school, which is operated by the San Joaquin County Office of Education. This assessment allows the teacher to design a learning plan specifically for the child, prepare an I.E.P. when indicated, and to provide community-based schools with supportive information that will improve the educational experience for each and every resident/ student.

Updated physical and educational information is required in the initial Dispositional Report and each subsequent Status Review Report. Each court report is reviewed and approved by the social worker supervisor. The case carrying social worker is also responsible for updating the Health and Education Passport for each child, including information on the most updated immunization records and current school where the child is enrolled.

The use of case file reviews by supervisors, CWS/CMS data, Quarterly Data Reports generated from the CWS/CMS data and received from the California Department of Social Services (CDSS), and SafeMeasures provide all child welfare staff the ability to monitor child and family involvement.

Court reports and case plans that are submitted provide valuable information as well. There are varying levels of comfort from both supervisors and social workers in using these methods to ensure quality of services and additional efforts will need to be made through training and supervision. A more formal Continuous Quality Improvement process will be developed in conjunction with the System Improvement Plan, which will provide a more specific and intentional case review process.

## San Joaquin County Juvenile Probation Division

### Monitoring Mental Health and Special Needs

When youth arrive at the San Joaquin County Juvenile Hall, they complete the MAYSI assessment for Mental Health needs and meet with Behavioral Health Services (BHS) staff at Juvenile Hall. Behavioral Health Services/Children and Youth Services assigned a manager, a supervisor, seven clinicians and a psychiatric technician to meet the needs of Probation youth. BHS staff coordinate services for youth in custody, out of custody and in foster care, including group homes.

### Monitoring Child and Family Involvement

The San Joaquin County Probation Department utilizes annual audits by the Judicial Council to insure compliance with Case Plans, Title IV-E mandates, and CDSS Division 31 regulations.

Furthermore, supervisors complete regular audits in the placement unit, which are subsequently reviewed by the Deputy Chief Probation Officer. These internal audits are modified annually to insure they reflect all legal requirements.

Case goals are monitored on an ongoing basis by the supervising Probation Officer and the Probation Unit Supervisor to ensure timely and permanent outcomes for probation youth. Parental involvement is monitored via regularly scheduled parent meetings as well as the parent and family's contact with the care provider, therapist, and youth. Concurrent planning is required in all case plans and permanency report and the Probation Unit Supervisor encourages careful monitoring of the youth, parent and family involvement is provide the best outcomes for the youth.

change, and conduct public awareness activities, ultimately for the purpose of preventing future child maltreatment deaths.

The county Child Death Review Team is a Multi-disciplinary team that meets on a monthly basis to review any death of a child under the age of 18. Through this multi-disciplinary approach we have been able to cross-reference families to provide additional services to keep children safe. Over a two year period, out of 55 children in our county only five children have died as a result of abuse or neglect.

## Peer Review Summary

### San Joaquin County Peer Review

As part of the process of drafting San Joaquin's System Improvement Plan, a Peer Review was held in Stockton on February 3-5, 2014. Staff and supervisors from nine counties were invited to participate. For Child Welfare, those counties were Santa Cruz, San Bernardino, Stanislaus, Riverside, Madera and Orange Counties attended and for Probation, staff from Sacramento, San Diego and Napa Counties attended.

#### FOCUS AREAS

Child Welfare focused on Placement Stability (Outcome 4.1). For the period October 1, 2012 to September 30, 2013, the percentage of children during this period with 2 or fewer placements who had been in care for 8 days or more but less than 12 months in San Joaquin child welfare was 82.7%. For those in care 12 to 24 months with 2 or fewer placements the percentage was 62.8% compared to a national standard of 65.4%. For those in care longer than 24 months, only 26.7% had experienced 2 or fewer placements compared to the national standard of 41.8%. Although there has been improvement during the 5 year baseline period (2.9%), performance was below the national standard of 86% and in the subsequent composites. Probation focused on timely reunification (Outcomes C 1.1 and C 1.2). Relative to Outcome C 1.1, 28.6% percent of the children (2/7) reunified within a 12 month period, from 07/01/12 - 6/30/13. The national standard is 75.2%. Regarding median time to reunification (Outcome C 1.2), Probation had no reunifications out of seven youth in placement during that 12 month period. Comparison performance was calculated at 19.6 months; the national standard is 5.4 months.

#### METHODOLOGY:

The review began with an overview of San Joaquin County, Children's Services and Probation Departments to orient the peer reviewers to the structure of these departments. This presentation was followed by training on the interview process and tools. During a three day period, three (3) interview sessions were held with a debriefing following each interview. Twelve (12) social workers and six probation officers were interviewed. After the interviews were completed, a group debriefing was conducted and a report summarizing the findings

regarding promising practices, challenges and recommendations for San Joaquin County was compiled.

For Children's Services, 12 cases across gender and placement types were reviewed including 2 with less than 3 placements and 10 cases with more than three placements. For Probation, six cases across placement types and probation officers were reviewed.

### **Summary of Child Welfare Review:**

Regarding promising practices, peers noted that San Joaquin County social workers overall were experienced, working towards advancing their education, and showed passion for their work. Agency policies and procedure which allowed the same social worker to carry cases for an extended period (at least one year) were identified as a strength by the staff and peers. The workforce faces challenges as well, including high caseloads (25+), multiple responsibilities associated with each assignment, and restrictions on time to work directly with families due to court hearing deadlines. The challenges associated with working with non-English speaking families or bi-lingual and bi-cultural families were also recognized by the peer reviewers, specifically the scarcity of bi-lingual/bi-cultural social workers and lack of other resources to help the social worker engage and provide services to non-English speaking families.

In practice, the peer reviewers noted that San Joaquin County social workers were committed to engaging families and providing support to parents and children. TDMs were broadly used and recognized as an important tool for engaging parents and identifying placements and respite care. Families were actively involved in case planning and in finding solutions for challenging issues including keeping siblings together even under circumstances when placements must be changed if at all possible.

Barriers to successful casework and placement stability were also identified, e.g., families with mental health, substance abuse and domestic violence histories. Working with the incarcerated parent was acknowledged as a frequent barrier to effective case planning. Many parents did not have family support; others had relatives whose background checks could not be cleared for placement; and, sometimes, family members could not be engaged due to ongoing conflicts within the family system. The peers also saw use of the language of "not adoptable" when performing adoption assessments as a barrier to placement stability.

Regarding concurrent planning and case management, social workers actively search for relatives immediately. They are committed to establishing and maintaining good communication with relatives throughout the case. Social workers stress the importance of communicating honestly and clearly with parent(s) regarding what concurrent planning means and how it may impact reunification. Using the JAM (Joint Assessment Meeting) to discuss permanency and concurrent planning was helpful in some cases.

Although social workers attempt to identify the best concurrent home as soon as appropriate, peer reviewers noted that children did not seem to be placed into concurrent homes soon enough. Concurrent planning homes are often only located after it is clear that the parent(s) is

not reunifying with their child or children. Contributing to this delay is that the removal TDMs were being scheduled beyond 24 hours after removal. (Petitions must be filed within 48 hours of removal.) When numerous placement changes occur, social workers found TDMs not effective in obtaining services and identifying alternative placement options. Lack of financial support for relatives undermines concurrent planning in some cases and leads to placement changes. Permanency planning was a challenge to social workers when the child is placed in satellite homes which do not offer a permanent placement and placement changes are delayed which deprives the child of the possibility of a concurrent permanent plan. Youth's behaviors also can undermine concurrent planning, including general resistance to working with CPS or resistance to being adopted. A concern was expressed that such circumstances could result in a permanent plan of long term foster care with emancipation at an early age (e.g., 11).

Regarding engagement, at times, social workers in San Joaquin County meet with children on their caseload more frequently than required by compliance regulations and have a strong relationship with the children on their caseloads. They stress honest and open communication with the family. Relatives and siblings are encouraged to visit with the children in care. Challenges to engagement include the time consuming demands of writing court reports, the distance between parents and their child in placement (e.g., out of state group home) which limits visitation and the unavailability of the incarcerated parent.

Regarding assessments and services, all of the children reviewed had a mental health assessment in a timely manner conducted by the County Mental Health Department. Social workers reported that children receive appropriate ongoing services including counseling; help with IEPs, family therapy, medication management and treatment groups. Community programs including Victor Community Support Services which works with families in their homes and schools and extracurricular activities such as Boys and Girls Club are available to families. Although different services are available, children may refuse to participate, may be AWOL, or transfer between placements which interrupt services and programs. The delay between referral to services, specifically mental health, and service initiation was noted as a challenge to case management.

Regarding placement matching, social workers use Family Finding tools as a way to obtain approval for multiple family members for possible placement. This is particularly important when siblings must be placed. Social workers are knowledgeable about placements and which placements work best for youth with certain needs. When a placement disrupts, the social workers look at previous placements to see if they might be available. Social workers recognize the importance of working with family to find culturally appropriate placements.

The behavior of a child/youth can limit placement options. Lack of thorough investigation of possible placements early in the case and failure to continue exploring families for placement is an obstacle to finding a placement that best meets the needs of the child/youth. Due the lack of in-depth knowledge about placements among some of the placement facilitators some social workers are identifying and selecting their own placements, including group homes.

For caretaker support and services, maintaining a strong relationship among all involved parties, including the social worker, the FFA home/FFA social worker, service providers and the child/youth is recognized in practice as essential to stable placement. Over recent years, stressing relationship building has increased placement stability. Social workers recognize the importance of making a strong connection with the foster parent which requires clearly communicating the needs of the child at the time of placement, getting all necessary medical/dental appointments, sharing resources and records, and being accessible. Social workers spend extra time with new foster parents to offer assistance with education, resources and meeting the special needs of the children. Group homes are also used for some children/youth and are generally recognized as being well equipped and meeting the needs of the youth placed in their care.

Regarding barriers to placement stability, social workers stressed the importance of providing as much training and support as possible for foster workers and indicated that current foster parents could benefit from more training and support. Since much important information is communicated by the agency social worker to the FFA social worker, the quality and consistency of that communication is the key to the success of the placement. Social workers questioned the consistency of communication between FFA social workers and FFA foster parents.

When placement changes must be made, the practice is for the social worker to inform the child and family prior to the change. The goal is that placement changes are kept to a minimum (1-2) and are designed to allow the child to maintain the school of origin. Working together to assist the child in preparing for the transition and making a small transition is stressed. Obstacles to well-planned placement changes occur when multiple social workers have been involved in the case, documentation is missing, and placement approvals are delayed.

### **Peer Review Recommendations from San Joaquin County social workers:**

The following section documents the trends noted in recommendations from SJ County social workers. Regarding training, foster parents would benefit from training on the characteristics and needs of the children coming into foster care, specifically about youth with special needs and the impact of removal on children. Foster parents should be trained on how to deal with grief, loss and trauma. Relative caretakers should also receive training and more support services specifically around the educational rights and needs of the children in their care. More financial support should be provided to relative caretakers for clothing, transportation and activities.

Reducing caseloads by adding staff, specifically in the “back end” was recommended by SJ County staff. Due to caseload size, the quality of work can be impacted, including the time it takes to meet with children in out of county/state placements which ultimately impacts placement stability.

Regarding policies and procedure, it was recommended that the use of TDMs be reviewed. Sometimes the TDM can be an obstacle and should not be required for every placement change. Revisit the policy that scheduling the TDM is a priority for clerical staff rather than assisting social workers with completion of timely court reports.

The following recommendations were individual recommendations (not trends) that were made by SJ County social workers when asked if they had any other recommendations.

- Human Services Agency should provide license supervision hours.
- Consider the type of case and the experience of the social worker before case assignment.
- Review the policy of group home placements and oversight of those placement decisions
- Social workers need to be more in tune with the case and take responsibility for case management.
- Instituting Northern California Placement Committee (NCPC) meetings would allow San Joaquin social workers to meet with social workers from other counties regularly to discuss the strengths and weaknesses of group homes being used and placements available for youth with special needs.
- Social workers need more communication when a case is transitioning from one worker to another.
- Social workers need more communication with their supervisors.
- Social workers want to go to trainings that interest them but it is difficult when there are so many mandated trainings.

### **Peer Reviewers offered recommendations for Child Protective Services:**

Riverside County shared that in light of San Joaquin County deciding that they will be expanding their use of Team Decision Making Meetings utilizing the Family to Family Model and ETO they have some experience in this. In Riverside County they use TDMs extensively (1,518 TDMs in 2013; 1,438 TDMs in 2012; SJ County average 1,400-1,500 TDMs annually). They have 11 full-time facilitators trained in the Family to Family model and several part-time back-up facilitators who also carry a caseload as social workers. The full-time facilitators are designated as Supervisor I level and they do not directly supervise case carrying social workers. They are further expanding their TDM program to utilize facilitators for Katie A. Child & Family meetings. The ETO database administered by UC Berkeley does not provide for data collection on CFT meetings, so they are creating their own database to collect this information in ETO. Since Family to Family no longer provides funding support, this is an opportunity for San Joaquin County to be creative and flexible in their choice of family group decision making models and that they should not feel bound to utilize TDM if another type of FGDM better meets the needs of their families.

San Bernardino County utilizes a Special Care Rate increment to relative caregivers and county foster homes using a Tier system. The caregivers are required to complete a certain number of trainings according to the Tier. San Joaquin County also gives special care increment but do not require anything extra from the caregivers. Flyers and listings of local free and low cost training are provided to the caregivers and there is a specially trained social worker that tracks the SCRs.

San Bernardino County utilize the licensing workers for county foster homes when seeking placement. When it is not an emergency placement change they have been able to request

options of caregivers based on the needs of the children. They have been given home studies in advance and have been able to review and somewhat interview the foster parents to try to match the placement. This has been tremendously helpful.

San Bernardino County has TDM units and that is all they do. The social worker makes the request and the unit takes care of the rest including scheduling and inviting appropriate community partners. Also they do not have TDMs for every placement change but as necessary.

Madera County has a placement unit that assists with ensuring that the first placement is appropriate for the child and limits multiple placement changes. They also conducted TDMS throughout the life of a case.

Stanislaus County has an emphasis on keeping siblings together, even if the first placement can't work they continue to look for a home that will take the group, this limits placement changes as the children support one another and it helps with visitation with the parents. Stanislaus County also has access to Section 8 housing for their families.

Orange County relies heavily on TDMs and suggests that TDMs should occur within 48 hours of removal for the primary purpose of avoiding placement and finding a family placement. They hold a TDM before any placement change (which can be used as a means of defusing an unhappy foster parent who may be convinced to keep the youth with the some additional support and a little acknowledgement for the challenges of the placement). They have wrap services around all foster placements. TDMs are conducted throughout the day, including at 6PM engaging parents who work. When making a placement, they use the TDM as an icebreaker with the foster parent. This is done by the placement social worker who brings all the information on the child and his/her family.

Orange County has a center which they use for children awaiting placement to allow them more time to assess the child and the placement options rather than rushing to place in a foster home which might not be the best match and would result in another placement disruption.

Santa Cruz County refers relatives and NREFMs to a "Coffee Connections" meeting once placement happens. The purpose is to support resource families, provide education on pertinent issues, and build connections between relatives and the department. The Licensing supervisor facilitates the meeting accompanied by a public health nurse, and a mentor. Relatives and NREFMs are required to attend Kinship PRIDE, a *relative focused* adaptation of the PRIDE training for foster parents.

In the past, SC County received a five year grant that focused on recruiting and retaining foster parents. Since the grant ended, the County contracted with the recruiter and 2 liaisons who are located at resource centers on either end of the county. They call the relative homes on a monthly basis and have been quite helpful with getting beds, dressers, cribs, clothing donations, etc. This resource helps with the initial placement as these families are in crisis mode, and it helps to maintain the placement and support the case carrying social worker.

## Summary of Probation Department Review:

The Peer Review found numerous strengths in the Probation Department staff including that the workforce is experienced and that the placement unit is knowledgeable about placement resources. Obstacles identified to providing the best possible probation services included competing demands and responsibilities , e.g., that CBT/EBP training be provided to the youth on probation in the absence of a training unit; the requirements of IV-E notifications; inadequate technology (no smart phones); and not having a specialized AB12 caseload.

Regarding maintaining connections between the youth and his/her family, Probation Officers stress establishing good communication with the youth under their supervision and with their families. Parents and other family members are involved in case planning. Although strengthening positive family relationships is a priority when youth are in placement, sometimes there is no suitable home environment for the youth to return to when discharged. For those youth placed out of state, different means are used to maintain family connections including support visitation (which can involve interstate travel) and parents participating in telephone counseling sessions. Family therapy with siblings and other family members is organized where possible. Probation Officers have monthly face to face contact with each youth on their caseload.

For youth who are detained in Juvenile Hall, assessment occurs during intake. The assessment process identifies each youth's strengths and needs. Re-assessment occurs every five to six months or any time circumstances change that may affect risk. In placement, an array of services are provided: psychological evaluation if needed, education support including IEPs., medication management, counseling, anger management, WRAP(Family Vision), and substance abuse treatment/NA meetings. Probation Officers attempt to connect youth with employment and work experience while in placement and into extended foster care.

Probation Officers seek out the least restrictive placement for each youth and maintain geographical proximity to the family. The least restrictive program that meets the needs of the youth is the criteria used, if a youth has higher needs that cannot be met locally, the youth will be placed in the most appropriate program for his/her specific needs, which may be further away. Regarding placement in group homes, although group home staff are regarded as well trained in managing behaviors, a barrier to using the least restrictive placement is matching the needs of each youth with the available placements. The location of the placement and accessibility to family members can be impediments to visitation and reunification.

To support reunification, therapy, and related services are provided. Family therapy, parenting classes, referral to WRAP services with Family Vision, and home passes are all used as part of the case management for each case. Strengths in specific cases included that a minor graduated from his group home, services were in place before the youth returned home and were matched to what was needed to ensure a successful return to the family. Criminal activity and criminal peer associations are recognized obstacles to reunification. The ambivalence about

reunification by the youth and/or the family is a focus of family counseling but can be an obstacle to reunification.

San Joaquin county Probation Officers offered recommendations regarding training, resources, and internal operations. Regarding training, training on CWS/CMS, reunification and Non-Minor Dependents was recommend. Providing smart phones, access to FACEBOOK, more laptops with WIFI, more GPS units, and arranging remote access to the probation data system and CWS/CMS were also recommended as important resources. Regarding Department policies and procedures, it was recommended that current policy regarding transfers within the Department be revisited. A transfer can result in a loss of the agency's investment in training that staff member. Including placement Probation Officers in rotating duties, such as court officer, officer of the day, and evidence based program facilitation (6 months), and evidence based programming (twice a month) should be reconsidered. Time away from the assignment impacts the placement process.

Working with non-minor adults through AB 12 has raised a number of internal issues. Some concern was expressed regarding training for working with AB12 non minor adults (NMD) and the need for policy to establish guidelines around contact with non-minor dependents. The policies around transporting youth to placements that require flying should also be revisited to ensure clarity and consistency in application. In light of this new population the probation officers recommended that the transportation policy be re-written so it's specialized to the placement unit. Probation Officers need as much time as possible to work effectively with young adult clients and realigning and/or combining caseloads to accommodate this specialized assignment was suggested.

The rules and high scrutinized procedure for reimbursing Probation Officers for out of pocket expenses (CAL-card) incurred for out of office travel and meals should be revisited to relieve the Probation Officers of this burden.

Regarding Probation Department outcomes, it was noted during the peer review that sex offender cases cause Probation Department outcomes to be skewed because sex offender programs require 18-24 months to complete the necessary therapy.

### **The peer reviewers offered recommendations for Probation:**

Sacramento County suggested revisiting the Department policies and procedures regarding transfers of Probation Officers within the Department should be revisited. Transfers can result in a loss in the agency's investment made in training that staff member.

San Diego County suggested that Including placement probation officers in the rotation for court officer duties, officer of the day, evidence based program facilitation and transportation should be reconsidered because such responsibilities distract from placement duties, for example in San Diego intake covers court officer wheel, supervisors cover testing, and placement officers are officer of the day only for their own unit.

Napa County shared that they were able to give probation officers more time to work effectively with NMD by realigning and/or combining caseloads to accommodate this specialized assignment.

All three counties shared that they have streamlined re-imbursement policies and procedures for when they travel. And their agencies provide them with the necessary technology to perform their job, including Smart phones and GPS.

## State-Administered CWS/CMS System Case Review

### San Joaquin County Outcome Measures

The data extract for this report is Q3 2013, with a baseline of Q3 2010, for each outcome is the time period three years prior as this was our last CSA timeframe and we want to measure improvement since that time.

All of the data was extracted from the Center for Social Services Research: 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 Report for California. Retrieved June 2010, from University of California at Berkeley Center for Social Services research website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

### Safety

#### S 1.1: Safety Outcome Measure - No Recurrence of Maltreatment

This measure answers the question: Of all children who were victims of a substantiated maltreatment allegation during the 6-month period, what percent were not victims of another substantiated maltreatment allegation within the next 6 months?

⇒ *County's Current Performance:*

From October 1, 2012 to March 31, 2013, 94.5% of children with substantiated maltreatment within the 6-month period did not have another substantiated maltreatment allegation within the next 6 months.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	03/31/13	583	617	94.5%	Yes	1.8 %

From the baseline of October 1, 2009 to March 31, 2010, the percentage of children with substantiated maltreatment within the 6-month period that did not have another substantiated maltreatment allegation within the next 6 months increased from 92.7% to 94.5%

Current performance is slightly below the Federal Standard (94.6%) and above the statewide performance standard (93.2%).

**STAKEHOLDERS' DISCUSSION:**

Improving coordination of community services and resources for families was identified by stakeholders who participated in all the focus groups as a significant need and one that impacts the resilience of families. The lack of adult supervision and behavioral/mental health problems within families were identified by participants in the Community Needs Assessment as the two circumstances most like to increase future risk of child abuse and neglect. Participants in the community based programs survey recommended funding more "family resource centers" which could provide an array of services including respite care, mentoring, and non-traditional support systems. More services and outreach around domestic violence was identified in the Community Needs Assessment as one of the top three services that could help prevent child abuse. Participants in the community based organization survey identified that services were missing and needed to address the special needs of parents who have no family or extended family support. The Parent Café was noted as having helped bring individuals together who do not have any support system.

**2B: Safety Outcome Measure -Timeliness of Investigations for 10-day and Immediate Referrals**

This measure looks at the percent of investigated child abuse/neglect referrals in the study period that have resulted in an in-person response (either immediate or within 10 days depending upon the assessment of the situation) for both planned and actual visits.

⇒ **County's Current Performance: Immediate Referrals**

From July 1, 2013-September 30, 2013, 95.7% of child abuse/neglect referrals that resulted in an immediate in-person response, received that response in a timely manner.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
07/01/13	09/30/13	333	348	95.7%	No	-1.7%

From the baseline of July 1, 2010 to September 30, 2010, the percentage of children that received a child abuse/neglect immediate in person response increased from 93.9% to 95.7%.

Current performance is above the Federal Standard (95%), but below the statewide performance (96.9%).

⇒ **County's Current Performance: 10-day Referrals**

From July 1, 2013- September 30, 2013, 88.7% of child abuse/neglect referrals that resulted in a 10- day in-person response, received that response in a timely manner.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
07/01/13	09/30/13	788	852	92.5%	NO	-5.4%

From the baseline of July 1, 2010 to September 30, 2010, the percentage child abuse/neglect referrals that resulted in a 10 day in person response in a timely manner increased from 88.7% to 92.5%.

Current performance is below the Federal Standard (95%) but above the statewide performance (89.8%)

**STAKEHOLDERS' DISCUSSION:**

**ANALYSIS:**

- This outcome is interconnected with the demands on child welfare and the limitations of community resources and accessibility to those resources documented in the focus groups by stakeholders and in the responses from the community needs assessment survey.

**2F: Safety Outcome Measures- Timely Social Worker Visits with Child**

This measure examines the percentage of all children who required a monthly social worker visit, how many received a face to face visit?

⇒ **County's Current Performance: Timely Social Worker Visits**

During the most recent period, October 1, 2012 to September 30, 2013, we had a 91.2% compliance rate on timeliness of monthly face to face social worker visits.

Most recent date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
09/30/13	12,519	13,716	91.2%	Yes	14.7%

From the baseline of October 1, 2009 to September 30, 2010, the percentage of children that received a timely monthly face to face social worker visit increased from 91.2% to 91.3%.

Current performance has improved and continues to exceed the Federal Standard (90%) and is very close to matching statewide performance (92.3%).

**STAKEHOLDERS' DISCUSSION:**

**ANALYSIS – CWS**

Peers noted that although social workers were experienced and showed commitment and passion for their work, high caseloads (25+), multiple responsibilities associated with each assignment, court deadlines and placements outside the County make it difficult for social workers to respond in person as required.

Among those foster parents who responded to the survey distributed by CWS (72), most foster parents agreed or “strongly agreed” that the social worker visited the child at least monthly and 60% agreed or “strongly agreed” that the social workers speaks privately with each child. Over 90% agreed that in home visits were scheduled by the social workers to be convenient for them and their families. Over 75% agreed or “strongly agreed” that they were satisfied with their contact with social workers. Almost 80% were satisfied with the services and supports they received from the Department social workers both through in person contacts and indicated that their calls were generally returned within 24 hours by the social workers (69%). Focus group participants described a different experience with social workers which was described as inconsistent and irregular. These foster parents complained of having to “go over the same process again” with multiple social workers and telephone calls not being returned.

**PERMANENCY:**

**REUNIFICATION OUTCOMES**

**Permanency Measure C1.1: Reunification within 12 months (Exit Cohort)**

This measure answers the question: Of all children discharged from foster care to reunification during the year that had been in foster care for 8 days or longer, what percent were reunified in less than 12 months from the date of the latest removal? (Permanency Measure C1.1 reunification within 12 months was the focus area of the stakeholder focus groups in 2013. Analysis of Outcomes C1.1- C1.3 is aggregated below.)

⇒ **County’s Current Performance: Child Welfare Services**

From October 1, 2012 to September 30, 2013, 40.5% of children discharged from foster care to reunification during that year were discharged within 12 months from the date of the latest removal from home.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	09/30/13	68	168	40.5%	No	14.7%

From the baseline of October 1, 2009 to September 30, 2010, the percentage of children who were discharged from foster care to reunification during the year within 12 months of the date of their latest from their home decreased from 40.7% to 40.5%

Current performance is below the Federal Standard (75.2%) as well as the statewide performance (64%).

⇒ **County's Current Performance: Juvenile Probation**

From October 1, 2012 to September 30, 2013, 28.6% of children discharged from foster care to reunification during the year were discharged within 12 months from the date of the latest removal from home.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
010/01/12	09/30/13	2	7	28.6%	No	-2.2%

From the baseline October 1, 2009 to September 30, 2010, the percentage of children who were discharged from foster care to reunification has decreased from 30.8 to 28.6%.

Current performance is below the statewide performance (60.4%).

**Permanency Measure C1.2: Median Time to Reunification (Exit Cohort)**

This measure answers the question: Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to reunification?

⇒ **County's Current Performance: Child Welfare Services**

From October 1, 2012 to September 30, 2013, 13.1 months was the median length of stay of children discharged from foster care to reunification during the year.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Change in months
10/01/12	09/30/13	NA	168	13.1 months	No	1.9 months

From the baseline of October 1, 2009 to September 30, 2010, the median time to reunification of children who discharged from foster care to reunification decreased from 13.5 to 13.1 months.

Current performance is below the Federal Standard (5.4 months) and below the statewide performance (8.2 months).

⇒ **County's Current Performance: Juvenile Probation**

From October 1, 2012 to September 30, 2013, 19.6 months was the median length of stay for children discharged from foster care to reunification during the year.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Change in months
10/01/12	09/30/13	N/A	7	19.6 months	No	2.5 months

From the baseline of October 1, 2009 to September 30, 2010, the median time to reunification of children who discharged from foster care to reunification has increased from 17.1 months to 19.6 months.

Current performance is below the statewide performance (10.4 months).

**Permanency Measure C1.3: Reunification within 12 Months (Entry Cohort)**

This measure answers the question: Of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home?

⇒ **County's Current Performance: Child Welfare Services**

From April 1, 2012 to September 30, 2012, of all children who entered foster care for the first time in the 6-month period who remained for 8 days or longer, 14.7% exited to reunification within 12 months from the first date of removal.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
04/01/12	09/30/12	34	231	14.7%	No	-33.3%

From the baseline of April 1, 2009 to September 30, 2010 there has been a slight increase from

start date	end date	numerator	denominator	performance		change
04/01/12	09/30/12	1	20	5.0%	Yes	5.0%

From the baseline of April 1, 2009 to September 30, 2009 (0.0%), performance increased from no qualifying children to 5.0% based on a very small sample.

**STAKEHOLDERS' DISCUSSION**

**ANALYSIS- CWS**

Data collected on the County's performance on these three outcomes (C1.1, C1.2 and C1.3) over the past three years shows that the County has reduced the number of children entering foster care for the first time, by over 50% from 2008-2013. Like most other California Counties and nationally, more emphasis is being placed on in home services and working with parents and children in their homes and communities. A significant consequence is that only those children with serious needs from families with limited capacity or willingness to parent are removed and enter foster care. The peer review identified as an agency strength the consistent emphasis on working with families in the community and family engagement in problem solving. Focus groups involving parents identified unemployment, the rising poverty rate, shrinking community services, and accessibility to services as obstacles to family stability and reunification. Parents working on reunification identified obstacles to reunification such as losing CalWorks benefits, being incarcerated, and requiring that a parent enter a residential program which would cause loss of housing and transportation. Other parents expressed frustration that they were not clear about what was required of them to reunify or had received conflicting information. These parents all agreed during the focus group that frequent communication with their social worker was essential to their reunification and that sometimes they could not reach their social workers. Parents in the focus group recommended that some type of support for parents like the CASA program for children be provided, e.g., Parent Partners. Being required to pay even a small amount of money (\$25.00) to attend a class was a major barrier for some parents. Parents suggested that classes be provided at no cost for parents with little or no income working on reunification.

**ANALYSIS- PROBATION**

Reunification within 12 months continues to be a challenge for Probation. Despite the numerous strengths which the peer review recognized in the Juvenile Probation Division including an experienced workforce and knowledgeable placement unit, matching the needs of youth with placements results in the use of out of County and sometimes, out of state, placements. The level of placement also impacts reunification time, specifically in the case of sex offenders where 18 -24 months is often required to complete the therapeutic program. In other cases, time in placement is extended due to unavailability of family to reunify with the youth. An array of services are used to support family connections and prepare for reunification e.g., family counseling, parenting classes, referrals to WRAP services.

**Permanency Measure C1.4: Re-Entry Following Reunification (Exit Cohort)**

This measure answers the question: Of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year?

⇒ **County's Current Performance: Child Welfare Services**

From October 1, 2011 to September 30, 2012, 10.4% of all children who exited to reunification within the year re-entered foster care within the following 12 month period.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/11	09/30/12	20	192	10.4%	Yes	8%

From the baseline of October 1, 2009 to September 30, 2009, there has been a decrease in the number of children who exited to reunification within the year and re-entered foster care from 18.4% to 10.4%. Current performance is above the Federal Standard (9.9%) and below the statewide performance standard (11.9%).

⇒ **County's Current Performance: Juvenile Probation**

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
04/01/12	09/30/12	0	10	0.0%	Yes	8.3%

From a baseline of October 1, 2009 to September 30, 2010 (0.0%), the percentage exiting to reunification during the year who reentered foster care within twelve months decreased from 8.3% to 0.0%.

**STAKEHOLDERS' DISCUSSION:**

**ANALYSIS – CWS**

Over the past three years, child welfare services made significant progress in reducing the rate of reentry after reunification through diligent work engaging families, better use of assessments, and using TDM's to strengthen natural support systems and identify challenges when reunification occurs.

**ANALYSIS – PROBATION**

The need for more help in making the transition to home from placement was stressed by both youth and parents.

**Permanency Measure C2.1: Adoption Within 24 months (Exit Cohort)**

This measure answers the question: Of all children discharged from foster care to a finalized adoption during the year, what percent were discharged in less than 24 months from the date of the latest removal from home?

⇒ **County's Current Performance:**

From October 1, 2012 to September 30, 2013, 38.7% of children discharged from foster care to a finalized adoption during the year were discharged in less than 24 months from the date of the latest removal from home.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	09/30/13	41	106	38.7%	Yes	6.8%

From the baseline period October 1, 2009 to September 30, 2010, there has been an increase in the number of children discharged from foster care to a finalized adoption, from 31.9% to 38.7%. Current performance is above the Federal Standard (36.6%) as well as the statewide performance (28.2%).

⇒ **County's Current Performance: Juvenile Probation**

There are no children from the Juvenile Probation caseload who meet the data requirements for the Adoption's outcomes.

Adoption - CWS

Emphasis on concurrent planning and actively search for relatives in the early stages of the case was identified in the peer review as strengths in the agency. Policy allowing the social worker to carry cases for an extended period (at least one year) was cited by peers as a strength that helps early permanency including adoption. The County uses a private adoption agency to complete adoptive home studies on potential adoptive homes. Challenges to timely permanency include the lack of financial support for relatives which negatively impacts concurrent planning and permanency in some cases. Permanency planning is a challenge to social workers when a child is placed in satellite homes which do not offer a permanent placement.

Adoption - Probation

Not applicable.

**Permanency Measure C2.2: Median Time to Adoption (Exit Cohort)**

This measure answers the question: Of all children discharged from foster care to a finalized adoption during the year, what was the median length of stay (in months) from the date of latest removal from home until the date of discharge to adoption?

**County's Current Performance:**

From October 1, 2012 to September 30, 2013, 26.2 months was the median length of an open case for those children discharged from foster care to a finalized adoption during the year.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	09/30/13	N.A.	106	26.2months	Yes	3.6 months

From the baseline period October 1, 2009 to September 30, 2010, there has been a decrease in median length of an open case of those children discharged from foster care to a finalized adoption from 29.8 months to 26.2 months. Current performance is above the Federal Standard (27.3 months) as well as the statewide performance (29.8 months).

ANALYSIS - CWS

**Permanency Measure C2.3: Adoption within 12 Months (17 Months in Care)**

This measure answers the question: Of all children in foster care for 17 continuous months or longer on the first day of the year, what percent were discharged to a finalized adoption by the last day of the year?

⇒ **County's Current Performance:**

From October 1, 2012 to September 30, 2013, 13.1% of all children in foster care for 17 continuous months or longer on the first day of the year in question were discharged to a finalized adoption by the last day of the year in question.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	09/30/13	69	525	13.1%	No	3.9%

From the baseline period October 1, 2009 to September 30, 2010, there has been a decrease from 17% to 13.1% of children in foster care for 17 continuous months being discharged to a finalized adoption. Current performance is below the Federal Standard (22.7%) and the statewide performance (19.7%).

ANALYSIS-CWS

Performance varied slightly over the three year period from September 2010, with decreasing number of children in foster care and a decrease in the percentage discharged to finalized adoption within one year, who had been in care for 17 months. One contributing factor identified in the agency focus group was the increase in the number of families who required services who were Spanish speaking. Although the agency has many Spanish-speaking workers, heavy caseloads make working with these families difficult and services in the community are



limited. Joint Assessment Meetings are used to review all new cases within 2 weeks of detention to outline a plan, identify relatives, and locate a concurrent planning home if the relative options are not strong. Increasing the use of unit meetings was identified as a helpful in removing obstacles to permanency by brainstorming with other social workers and supervisors.

**Permanency Measure C2.4: Legally Free Within 6 Months (17 Months In Care)**

This measure answers the question: Of all children in foster care for 17 continuous months or longer and not legally free for adoption on the first day of the year, what percent became legally free within the next 6 months?

⇒ **County's Current Performance:**

From October 1, 2012 to March 31, 2013, 8.5% of all children in foster care for 17 continuous months or longer and not legally free for adoption on the first day of the year became legally free within the next 6 months.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	03/31/13	33	388	8.5%	Yes	2%

From the baseline period October 1, 2009 to March 31, 2010, there has been an increase from 6.5% to 8.5% of all children in foster care for 17 continuous months or longer who became legally free within the next six months. Current performance is slightly below the Federal Standard (10.9%) but above the statewide performance (6.8%).

**Permanency Measure C2.5: Adoption within 12 Months (Legally Free)**

This measure answers the question: Of all children in foster care who became legally free for adoption during the year, what percent were then discharged to a finalized adoption in less than 12 months?

⇒ **County's Current Performance:**

From October 1, 2011 to September 30, 2012, 66.4% of all children in foster care who became legally free for adoption during the year were discharged to a finalized adoption in less than 12 months.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/11	09/30/12	91	138	65.9%	No	.1%

From the October 1, 2009 to September 30, 2009 baseline, there has been a slight decrease from 66% to 65.9% of all children in foster care who became legally free for adoption during the year and were discharged to a finalized adoption in less than 12 months. Current performance is significantly above the Federal Standard (53.7%) as well as the statewide performance (58.3%).

**Permanency Measure C3.1: Long Term Care Outcome: Exits to Permanency (24 Months in Care)**

This measure answers the question: Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?

⇒ **County's Current Performance:**

From October 1, 2012 to September 30, 2013, 10.1% of children in foster care for 24 months or longer on the first day of the year were discharged to a permanent home by the end of the year prior to turning 18.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	09/30/13	43	427	10.1%	No	-6.3%

From the baseline of October 1, 2009 to September 30, 2010, there was a decrease from 16.4% to 10.1% of children in foster care for 24 months of longer discharged to a permanent home by the end of the year prior to turning 18. Current performance is below the Federal Standard (29.1%) and the statewide performance of 58.3%.

**Permanency Measure C3.2: Long Term Care Outcome: Exits to Permanency (Legally Free at Exit)**

This measure answers the question: Of all children discharged from foster care during the year who were legally free for adoption, what percent were discharged to a permanent home prior to turning 18?

⇒ **County's Current Performance:**

From October 1, 2012 to September 30, 2013, 98.1% of all children discharged from foster care during the year who were legally free for adoption discharged to a permanent home prior to turning 18.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change

10/01/12	09/30/13	106	108	98.1%	Yes	3.6%
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Performance from the baseline year of October 1, 2009 to September 30, 2010 (94.5%) improved through the current period. Current performance is above the Federal Standard (98%) as well as the statewide performance (96.9%).

**Permanency Measure C3.3: Long Term Care Outcome: In Care 3 Years or Longer (Emancipated/Age 18)**

This measure answers the question: Of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer?

⇒ **County's Current Performance:**

From October 1, 2012 to September 30, 2013, 61.2% of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, had been in foster care for 3 years or longer.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	09/30/13	52	85	61.2%	Yes	-3.2%

From the baseline of October 1, 2009 to September 30, 2010, the percentage of children who were either discharged to emancipation or turned 18 while still in care and had been in foster care for three years or longer decreased from 64.4 to 61.2%. Current performance is below the Federal Standard (35.7%) and below the statewide performance (60%).

**STAKEHOLDERS' DISCUSSION**

**ANALYSIS-CWS**

Although Family Finding strategies are used and social workers reach out to relatives whenever possible, limitations on resources in San Joaquin County including substance abuse and mental health services, in addition to the need for affordable housing contribute to youth remaining in care for multiple years. Engagement of youth in permanency planning was identified as very important for some but changes depending on the philosophy of each individual social worker. Training in trauma informed therapy for all social workers and probation officers was recommended as a means to improve communication with youth and families.

A shared assessment among focus groups was that major contributing factors to this outcome were poverty (including the impact of the fallout in the housing market and foreclosures over the past three years), family instability, exhausting public benefits and losing access to essential services, multigenerational substance abuse, fractured family resources, and limited education. Limited services in the County compound these problems, including few substance abuse

treatment options, outside of the criminal courts (Prop 36). There are few residential treatment beds available for mothers and children. Services for parenting fathers are even more limited and no services are available where men can have their children placed with them while attending residential drug treatment. Many of the youth in care have severe mental health issues and access to structured services outside of foster care is increasingly difficult.

**Permanency Measure C4.1: Placement Stability Outcome: Placement Stability (8 Days to 12 Months In Care)**

This measure answers the question: Of all children served in foster care during a year who were in foster care for at least 8 days but less than 12 months, what percent had two or fewer placement settings?

⇒ **County’s Current Performance:**

From October 1, 2012 to September 30, 2013, 82.6% of those children in foster care during the year who had been in care for at least 8 days but less than 12 months had two or fewer placement settings.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	09/30/13	486	587	82.6%	No	-3.1%

From the baseline of October 1, 2009 to September 30, 2010, the number of children who had two or fewer placement settings decreased from 85.7% to 82.6% Current performance is below the Federal Standard (86.0%) and slightly below the statewide performance (83.6%).

**STAKEHOLDERS’ DISCUSSION**

**ANALYSIS – CWS**

Stakeholders in general identified the major factors contributing to placement instability as foster parents needing more training on the needs of children currently entering foster care, improving communication between social workers and foster parents, and preparing the child and family(s) for placement changes. Working together to assist the child prepare for the transition to the next placement was recommended by the peer reviewers as a way to make the new home feel like an extension of the old home rather than requiring the child to adjust to strangers. Placement disruption was associated with multiple social workers being involved, missing documentation, and delayed placement approval. Peers recommended that relative caretakers be provided more training especially about the educational rights and needs of children in their care and support for clothing, transportation and activities for children in their care.

**Placement Stability Outcome C4.2: Placement Stability (12 to 24 Months in Care)**

This measure answers the question: Of all children served in foster care during a year who were in foster care for at least 12 months but less than 24 months, what percent had two or fewer placement settings?

⇒ **County's Current Performance:**

From October 1, 2012 to September 30, 2013, 66.2% of children in foster care during the year that had been in care for at least 12 months but less than 24 months had two or fewer placement settings.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	09/30/13	292	441	66.2%	Yes	2.5%

From the baseline, October 1, 2009 to September 30, 2010, the percentage of all children during a year who had been in foster care for 12 months but less than 24 months, and had two or fewer placements, increased from 63.7% to 66.2%. Current performance is slightly above the Federal Standard (65.4%) and above the statewide performance (60%).

**Analysis - CWS**

Use of TDMs at each placement change was identified as helping to insure that information was exchanged, that the child and families were prepared for the transition, and that the child is maintained in the school of origin whenever possible. Foster parents and social workers agreed that maintaining a strong relationship among all involved parties including the FFA social worker, key service providers and family members was essential to stable placements. Peer reviewers found that over recent years, stressing relationship building had increased 41.8%, including efforts by social workers to spend more time with new foster parents and relative/NREFM care providers.

**Permanency Measure C4.3: Placement Stability Outcome: Placement Stability (At Least 24 Months In Care)**

This measure answers the question: Of all children served in foster care during a year who were in foster care for at least 24 months, what percent had two or fewer placement settings?

⇒ **County's Current Performance: Child Welfare Services**

From October 1, 2012 to September 30, 2013, 26.5% of children in foster care during the year that had been in care for at least 24 months had experienced two or fewer placement settings.

Most recent	Direction?	Percent				

start date	end date	numerator	denominator	performance		change
10/01/12	09/30/13	151	607	26.5%	Yes	2.4%

From the baseline, October 1, 2009 to September 30, 2010, the percentage of children in foster care during the year that had been in care for at least 24 months with two or fewer placement settings increased from 24.1% to 26.5%. Current performance is below the national standard (41.8%).

⇒ County's Current Performance: Juvenile Probation

From October 1, 2012 to September 30, 2013, 50.0% of all children in foster care under juvenile probation supervision who had been in care for at least 24 months had two or fewer placement settings.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/12	09/30/13	16	300	50.0%	Yes	53.1%

From a baseline of October 1, 2009 to September 30, 2010, the percentage of children in foster care during the year who had been in care for at least 24 months with 2 or fewer placements increased from 36.3% to 50.0%.

**STAKEHOLDERS' DISCUSSIONS**

**ANALYSIS - CWS**

Peer reviewers recognized that finding placements for a sibling group, reaching out to relatives, obtaining the necessary clearances, and the behavior of the child/youth all contribute to placement changes in the first months or year in care. Using Family Finding tools to obtain approval for multiple family members as soon as possible was recommended as a way of improving the likelihood that the first placement would be stable. Social workers were acknowledged for recognizing the importance of working with the family to find a culturally appropriate placement.

**ANALYSIS - PROBATION**

Over the past three years, there has been a significant reduction in the number of youth on probation and in out of home placement. A knowledgeable and well trained placement unit was identified during the peer review as a major factor in identifying and maintaining the appropriate placement for each youth. Involving family members in case planning, supporting ways to maintain strong connections with the youth, family therapy including siblings, and a strong relationship between the Probation Officer and the youth were identified as strengths by the peer reviewers. Youth participating in the focus group stated that their Probation Officers are supportive, helping to look for jobs, increasing their home passes. Parents agreed that

Probation Officers seemed to take their responsibility to apply the least restrictive alternative in searching for placements seriously with lots of attention to the individual needs and strengths of the youth and the family.

**Siblings Outcome: Siblings Placed Together (All) - Measure 4A**

This measure answers the question: Of all siblings placed in out-of-home care, what percentage of them are placed together?

⇒ **County's Current Performance:**

On October 1, 2013, 40.3% of siblings placed in out-of-home care were placed together.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/13	10/01/13	395	981	40.3%	No	-5.1%

From the baseline of October 1, 2010, the percentage of siblings in out-of-home care that are placed together has decreased from 46.2% to 40.3 %.

There are no Federal Standards for this outcome at this time. Our county is performing below the statewide level (53.5%)

**Siblings Outcome: Siblings Placed Together (Some or All)-Measure 4A**

This measure answers the question: Of all siblings placed in out-of-home care, what percentage is placed together with some or all of their siblings?

⇒ **County's Current Performance:**

On October 1, 2013, 62.2% of all siblings placed in out-of-home care were placed together with some or all of their siblings.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance	Direction?	Percent change
10/01/13	10/01/13	612	974	62.2%	No	-5.2%

From the baseline of October 1, 2010, the percentage of siblings in out-of-home care that are placed some or all of their siblings decreased slightly from 68.6% to 62.2%.

There are no Federal Standards for this outcome at this time. The state performance is 73.0%. San Joaquin County is performing below the statewide level.

**ANALYSIS – CWS**

Peer reviewers recognized social workers as making diligent efforts to place siblings together in one home.

**Placement Outcome: Type of Placement - Measure 4B Child Welfare Services**

Point in time placement: As of October 1, 2013, 1,490 children/youth were in placement by San Joaquin County.

Kinship		Foster		FFA		Group		Guardian/Dependent		Guardian/other		Other		Runaway	
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
318	21.3	176	11.8	561	33.7	113	7.6	15	1.0	95	6.4	66	2.4	26	1.7
<b>CALIF</b>															
	35.7		9.1		25.8		6.2		2.5		8.5				1.3

Point in time placement: As of October 1, 2010, 1,274 children/youth were in placement by San Joaquin County

Kinship		Foster		FFA		Group		Guardian/dependent		Guardian/other		Other		Runaway	
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
278	21.8	145	11.4	546	42.9	102	8.0	16	1.3	96	7.5	21	1.6	19	1.5
<b>CALIF</b>															
	32.6		9.9		29.6		6.6		4.5		8.9		1.3		0.9

**STAKEHOLDERS' DISCUSSION**

**WELL-BEING:**

The well being outcomes measure how well the child welfare and probation system are caring for the children and youth that are in the system. At this time these measures do not have Federal standards and data collection on some measures has been problematic.

**MEASURE 5A: HEALTH AND EDUCATION PASSPORT**

Percent of children entering foster care who have an initiated health passport (health record).

Cohort: Includes county welfare department supervised children entering foster care during the quarter with an initial open placement for at least 30 days.

Data: SA Health and Education Passport – 21/63 (75%)

**MEASURE 5B: TIMELY DENTAL EXAMS AND MEDICAL EXAMS JULY 1, 2013- SEPTEMBER 30, 2013**

Percent of children who meet the periodicity schedule for medical and dental assessments. This is measuring, of all the children who were due a health exam and dental exam in the given period, how many received them.

Data: 5B (1) Health Exams 1,079/1,221 (88.4%)

5B (2) Dental Exams – 638/937 (68.1%)

**ANALYSIS – C**

These numbers are slightly higher when taken from Safe Measures 89.1% for Physical Examinations and 71.2% for Dental Examinations. Youth reported that they felt that their physical and dental needs were well taken care of in foster care. They also stated that sometimes they have to go to the doctors too often when they have placement changes.

**MEASURE 5F: PSYCHOTROPIC AUTHORIZATION 7/01/13-9/30/13**

This report provides the percent of children in foster care with a court order or parental consent that authorizes the child to receive psychotropic medication.

Data: 7/01/13 to 9/30/13 292/1,436 (20.3%)

**ANALYSIS – C**

Youth reported a variation in whether they felt that psychotropic medication worked. All stakeholders felt that when needed children and youth had access to assessments and medication.

**8A ANTICIPATION: 7/1/13 TO 9/30/13**

Completed High School or equivalency: 0/0

Obtained Employment: 0/0

Have Housing Arrangements: 0/0

Received ILLP Services: 0/0

Permanency Connection with an Adult: 0/0

**EDUCATION:**

ILP graduation data October 2012- September 2013

Quarter	Months	Has passed	No report
Q4-2012	Oct-Dec	89.80%	10.20%
Q1-2013	Jan-Mar	91.90%	8.10%
Q2-2013	Apr-Jun	91.80%	8.20%
Q3-2013	Jul-Sep	84.50%	15.50%

Q4-2013	Oct-Dec	82.50%	17.50%
Average:		88.10%	11.90%

	CWS	Probation	Total
Number of youth emancipated	0	0	
High school graduation or equivalency	33	0	
Percentage			

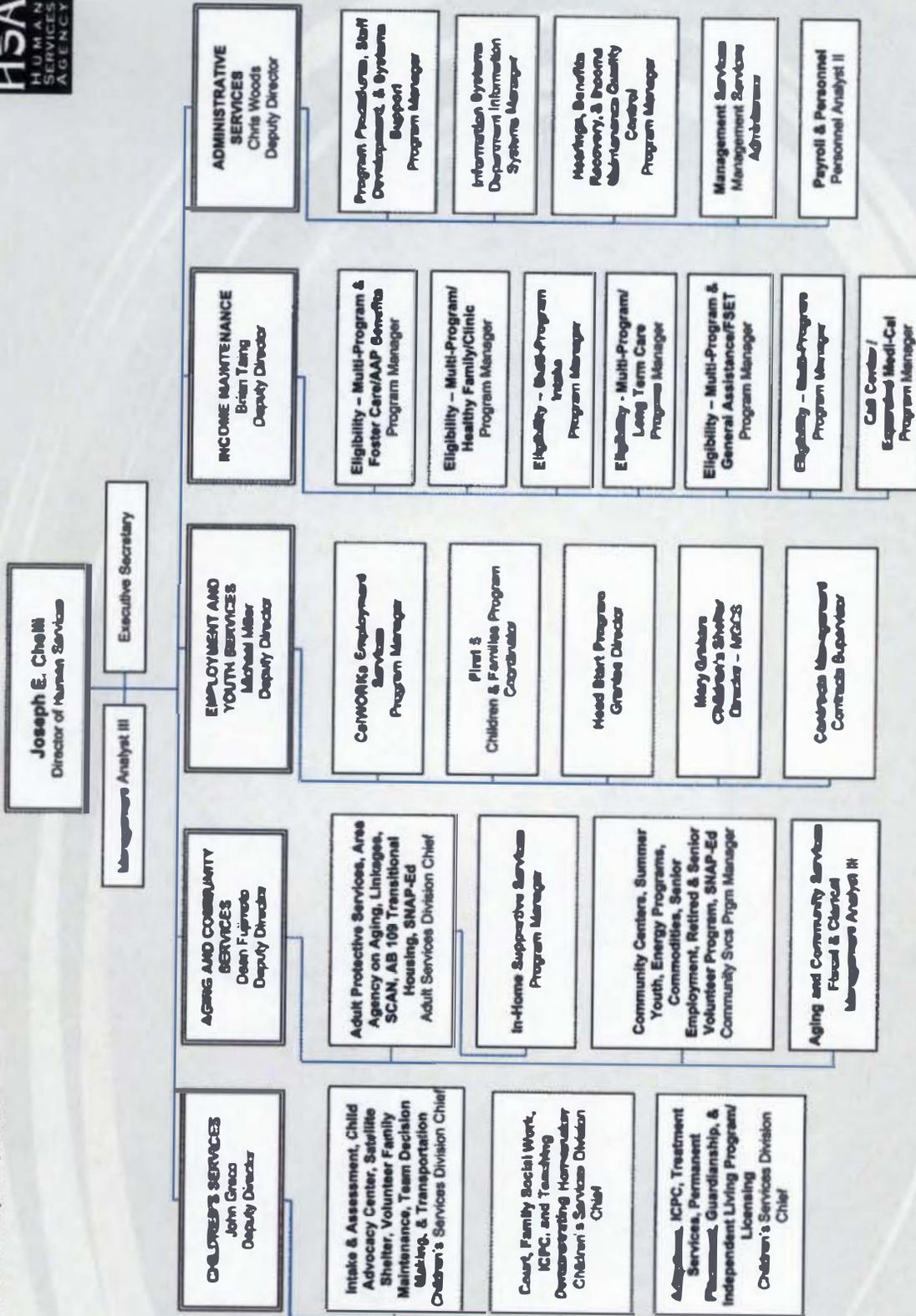


## Outcome Data Measures

<b>Youth Aging Out of Foster Care</b>			
(Information from Quarterly Statistical Report - SOC 405E)			
	County Supervised Foster Youth		Non-Related Legal Guardian
	Child Welfare	Probation	
<b>Quarter</b>			
Oct-Dec 2012	8	1	9
Jan-Mar 2013	4	2	1
Apr-Jun 2013	4	1	10
Jul-Sep 2013	8	6	0
<b>Total</b>	<b>24</b>	<b>10</b>	<b>20</b>

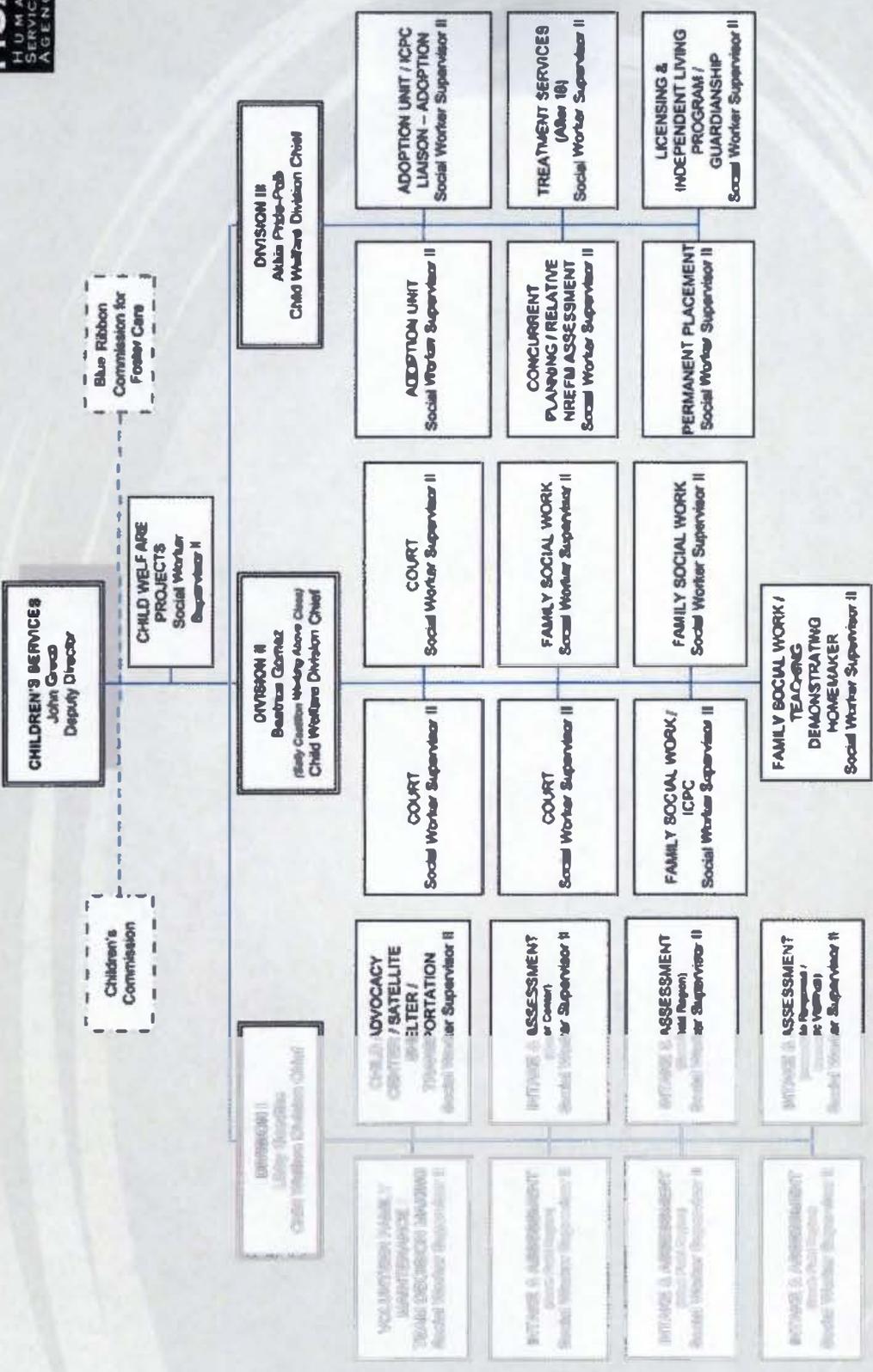
**Attachments**

Effective April 7, 2014



# HUMAN SERVICES AGENCY

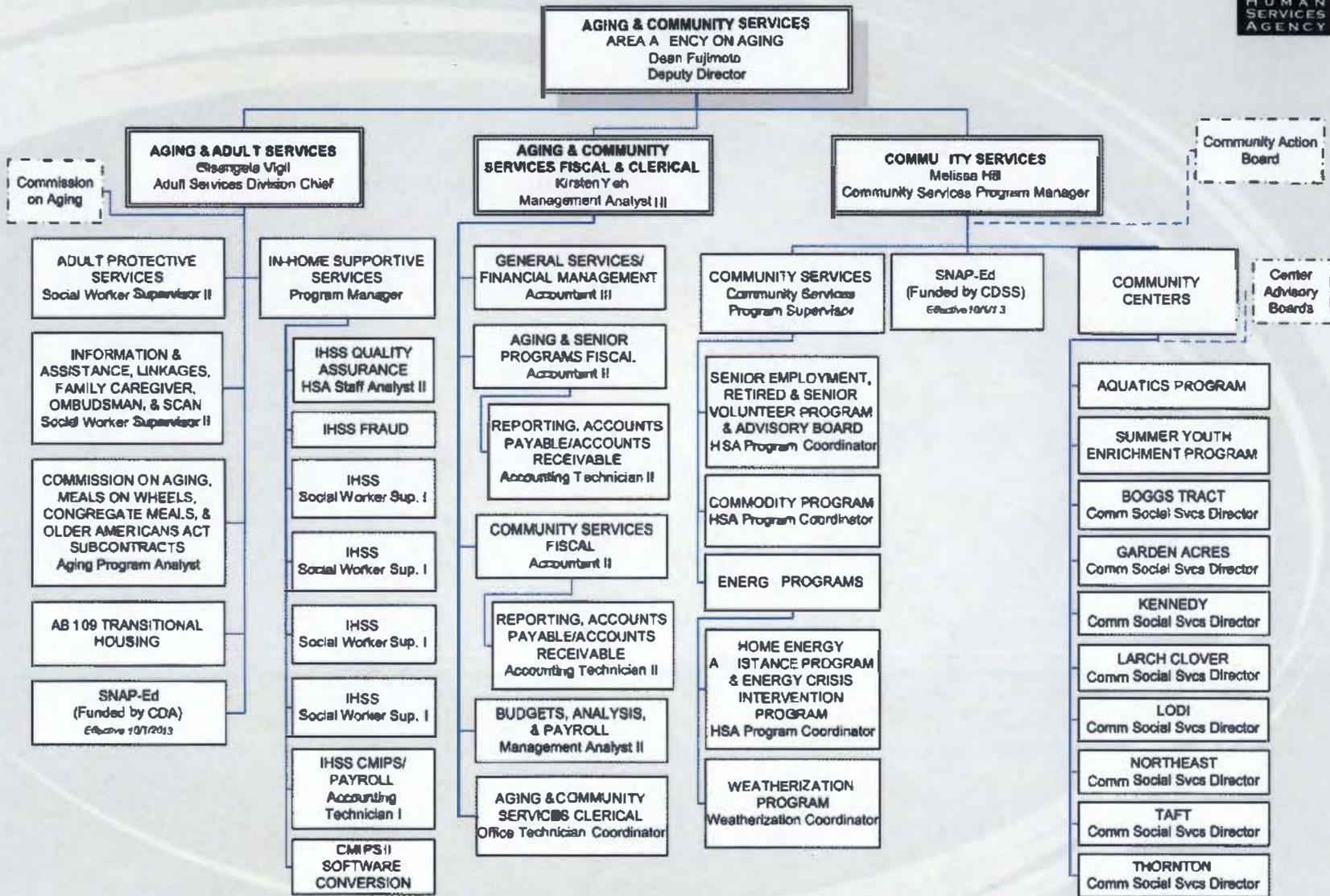
Effective April 7, 2014



# CHILDREN'S SERVICES



Effective April 7, 2014



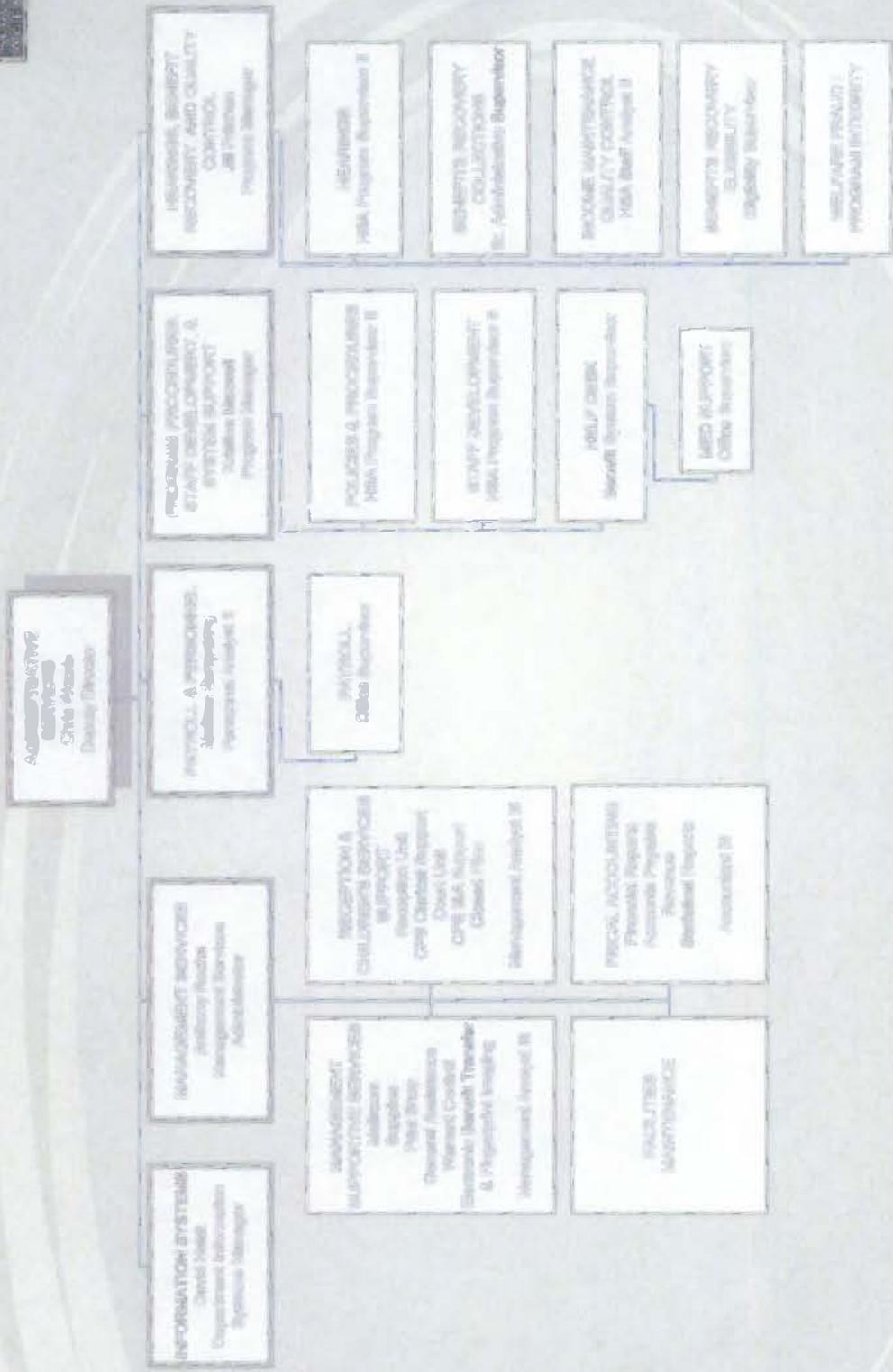
## AGING & COMMUNITY SERVICES







Effective April 7, 2014



ADMINISTRATION