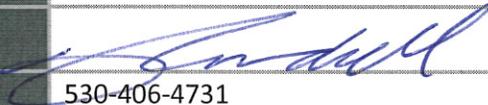


California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Yolo County
SIP Period Dates	March 2015 – March 2020
Outcome Data Period	Oct2014. Data extract: Q2 2014
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BOS Approval Date	
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Signature*	

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*Signatures must be in blue ink

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California - Child and Family Services Review

County Self-Assessment

March 2015 – March 2020



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Introduction

Every county child welfare services program in California is required to engage in a rigorous strategic planning process that culminates in the creation of a System Improvement Plan (SIP). To inform the creation of a SIP, each county includes key stakeholders and constituents to join them to review the full scope of Child Welfare and Juvenile Probation services within the county. The process is the County Self-Assessment. It includes the examination of performance outcome measures and demographic data as well as actively seeking ideas and input from the community both on how we are doing and where we can improve. Finally, it includes a peer review process where subject matter experts from outside the county conduct an in depth examination of case specific services.

In Yolo County, CSA activities started in the month of September 2014 with our CSA Stakeholder meeting and ended in January 2015 with our birth parent focus group. A variety of focus groups were conducted including county staff, caregivers, parents, and current foster youth. A large stakeholder meeting was held on September 24, 2014 with numerous participants representing service providers, community partners, other county agencies, the court, law enforcement and others from across the county and representing a wide range of disciplines. Finally, as mentioned above, we engaged in a peer review process.

Our experience in conducting the CSA confirmed our belief that Yolo County as a community is concerned and engaged in ensuring the best possible services for our families, youth and children. The wealth of knowledge and expertise that was brought to the table during this process provided us with rich information and ideas for the System Improvement Plan. County Child Welfare and Probation staff sincerely thanks all those who participated in any aspect of the CSA/Peer Review.

C-CFSR Planning Team & Core Representatives

C-CFSR TEAM

Yolo County has a long history of agency and community collaboration. It was with this in mind that the process to conduct the 2015 County Self-Assessment (CSA) was developed. Prior to the first meeting, staff from the California Department of Social Services (CDSS) Office of Outcomes and Accountability and the Office of Child Abuse Prevention met with Child Welfare and Probation management and supervisory level staff to review the process and make a comprehensive plan for the completion of the CSA within the required timeframes. Ongoing communication between CDSS and Yolo County occurred during the CSA, and CDSS participated in all the focus groups, Peer Review and the large stakeholder meeting. Additionally representatives from the Northern Regional Training Academy participated and provided staff support to the process.

CORE REPRESENTATIVES

The following lists the C-CFSR team and Core representatives that regularly met in the planning stage of the CSA and Peer Review process.

- Alissa Sykes, Child Welfare Services Division Manager
- Amber Presidio, Child Welfare Services Supervisor II
- Patti Larsen, Child Welfare Services Senior Administrative Services Analyst
- Shaunda Cruz, Supervising Probation Officer
- Ana Gastelum, Deputy Probation Officer II
- Joti Bolina, California Department of Social Services, Outcomes and Accountability Bureau

- Anthony Bennett, California Department of Social Services, Office of Child Abuse Prevention
- Nancy Hafer, Northern California Training Academy
- Jessica Ilford, Northern California Training Academy

PARTICIPATION OF CORE REPRESENTATIVES

The C-CFSR team currently meets quarterly with CDSS to review outcome performance data and progress on the various components of the C-CFSR process. The team focus shifted to the upcoming CSA and Peer Review and began meeting in February 2014 to start the planning process for our CSA. We initially met on a monthly basis to determine our C-CFSR core team, CSA facilitation, timeline for the CSA and Peer Review, our stakeholder engagement efforts, analysis of the outcome measures and our focus area. As we got closer to the CSA stakeholder meeting and the peer review we met more frequently. All members of the core team were regular participants and contributors to the discussions and process.

STAKEHOLDER FEEDBACK

Yolo County stakeholders were invited to participate in a community meeting held on September 24, 2014. Stakeholders were provided significant time to discuss the current state of Yolo County child welfare and probation services, which included topics ranging from systemic factors to the strengths and weaknesses of each system, collaboration with community agencies, service gaps and needs, and specific program outcomes such as reunification and re-entry. The feedback generated from the stakeholders is presented throughout the content of this County Self-Assessment.

In addition to the C-CFSR Team Core Representatives listed above, the following stakeholders attended the community meeting:

Darren Imus, Woodland Police Dept.	Tracy Fauver, CASA
Dr. Constance Caldwell, Health Dept.	Julliana Kier, DESS-Social Worker
Lisa Muller, DESS-Social Worker Supervisor II	Tracey Dickinson, County Administrator’s Office
Raquel Aguilar, Health Dept.	Jessica Larsen, Yolo County Office of Education (YCOE)
Alice Meserve, Conflict Attorney	Camille Giometti-May, YCOE
Jennifer McCoy, County Counsel’s Office	Breanna Kraft, DESS-Social Worker
Jennifer Davis, Yolo County Sheriff	Jaime Ordonez, Health Dept.
Daniel Wilson, CDSS	Lisa Baker, Yolo County Housing Authority
Karen Larsen, Dept. of Health Services	Natalie Dillon, Child Support Services

Tracie Olson, Public Defender's Office	Clarissa Alderete, DESS- Social Worker
Andrea Pelochino, Public Defender's Office	Cherie Schroeder, Woodland Community College, Foster & Kinship Care
Vita Mandalla, District Attorney's Office	Trish Stanionis, Yolo Family Service Agency
Bob Ekstrom, Center for Families	Betsy Marchand, former Board of Supervisor
Karleen Jakowski, CommuniCare Health Centers, Inc.	Sara Gavin, CommuniCare Health Centers, Inc.
Robin Frank, Yolo County Children's Alliance	Julie Gallelo, First 5 Yolo
Hon. Steven M. Basha, Yolo County Juvenile Court Judge	Katy King-Goldberg, , Yolo County Children's Alliance
Susan Webb, CDSS Adoptions	Bobbie Stewart, Bobbie Stewart Consulting
Andrea Luka, CDSS Adoptions	Amy Thurman, Health Dept., PHN Supervisor- Foster Care
Kate Nicholas, CDSS	Cameron Handley, Yolo County Multi-Disciplinary Interview Center
Diana White, Turning Point Community Programs	Lynnette Irlmeier, Empower Yolo
Heather Sleuter, Crisis Nursery	Kristine Stanfill, Yocha Dehe Nation
Ramiz Ali, DESS-Social Worker	Raymond Rivera, DESS-CalWORKs Employment Services Supervisor
Mechelle Johnson, Alta Regional Center	Laura Nielson, DESS-Social Worker Supervisor II
Laurie Summerhousen, Health Dept./WIC	

Yolo County conducted six focus groups in order to obtain important feedback to inform the development of our CSA and subsequent SIP. Focus groups were facilitated by UC Davis who also provided note takers. Focus groups were held at the Yolo County office building with the exception of the child welfare supervisors which was held at the Peer Review site.

Focus groups included:

- Foster parents; 35 participants, November 17, 2014
- Youth (ages 12-18); 25 participants, November 11, 2014
- Child welfare supervisors; four participants, October 15, 2014
- Two groups of social workers; 12 participants and 13 participants, December 16, 2014
- Biological parents; six participants, January 7, 2015

Feedback from stakeholders has been collated by themes and is included throughout the report in appropriate sections. Additionally feedback per focus group is included in the appendix.

Demographic Profile

GENERAL COUNTY DEMOGRAPHICS



Yolo County is one of the original 27 counties created when California became a state in 1850, and is currently bordered by six counties: Lake, Colusa, Sutter, Sacramento, Solano, and Napa. Yolo County's 1,021 square miles (653,549 acres) are located in the rich agricultural regions of California's Central Valley and the Sacramento River Delta. It is directly west of Sacramento, the State Capital of California, and northeast of the Bay Area counties of Solano and Napa. The eastern two-thirds of the county consists of nearly level alluvial fans, flat plains and basins, while the western third is largely composed of rolling terraces and steep uplands used for dry-farmed grain and range. The elevation ranges from slightly below sea level near the Sacramento River around Clarksburg to 3,000 feet along the ridge of the western mountains. Putah Creek descends from Lake Berryessa offering fishing and camping opportunities and wanders through the arboretum of the University of California at Davis. Cache Creek, flowing from Clear Lake, offers class II-III rapids for white water rafting and kayaking.

Yolo County sits in the Pacific flyway, a major migration route for waterfowl and other North American birds. Several wildlife preserves are situated within the county. The Yolo Bypass Wildlife Area has been recognized as one of the most successful public-private partnerships for wildlife preservation. It provides habitat for thousands of resident and migratory waterfowl on more than 2,500 acres of seasonal and semi-permanent wetlands.

Over 87% of Yolo County's population of 206,381 residents¹ reside in the four incorporated cities. Davis, founded in 1868, (population 65,052), has a unique university and residential community internationally known for its commitment to environmental awareness and implementing progressive and socially innovative programs. Woodland (population 55,646) is the county seat. It has a strong historic heritage which is reflected in an impressive stock of

¹ 2014 State of California Department of Finance Data:
http://www.dof.ca.gov/research/demographic/reports/estimates/e-1/documents/E-1_2014_Internet_Version.xls

historic buildings in its downtown area and surrounding neighborhoods. West Sacramento (population 49,292) sits across the Sacramento River from the state’s capital of Sacramento. It is home to the Port of Sacramento which ships out one million tons of some of Yolo County’s many agricultural products, such as rice, wheat, and safflower seed, to worldwide markets. West Sacramento is also home to a Triple-A baseball team, the River Cats. The City of Winters (population 6,839) is a small farming town nestled at the base of the Vaca Mountains and offers unique shops, restaurants, galleries and live entertainment at the Palms Playhouse. It is close to Lake Berryessa and has become a favorite destination for bicycle enthusiasts.

Ethnicity

The following data provides a more detailed outline of the ethnicities of the residents of Yolo County compared to the State of California.

Table 1: Ethnicity (2013)

Ethnicity	Yolo County (% of Population)	California (% of Population)
White alone	76.3%	73.5%
Black or African American alone	3.0%	6.6%
American Indian and Alaska Native alone	1.8%	1.7%
Asian alone	13.5%	14.1%
Native Hawaiian and Other Pacific Islander alone	0.6%	0.5%
Two or More Races	4.9%	3.7%
Hispanic or Latino	31.3%	38.4%
White alone, not Hispanic or Latino	48.8%	39.0%

Federally Recognized Active Tribes

The Yocha Dehe Wintun Indian Nation is a federally recognized tribe located in the Capay Valley area. A closer look at the American Indian Population indicates there are 2,024 residents who associate their heritage with that of an American Indian tribe.²

Age Distribution

According to the 2013 Census, 5.9% of the population is under the age of 5 years old and 21.9% are under the age of 18 in Yolo County.³ Table 2 provides a closer look at the child population of the county.

² California Native American Heritage Commission: <http://www.nahc.ca.gov/population.html>

³ US Census Quickfacts for Yolo County: <http://quickfacts.census.gov/qfd/states/06/06113.html>

Table 2: Yolo County Child Population (2013)

Age	Female	Male	Total
0-2 Years	3,280	3,628	6,908
3-5 Years	3,518	3,714	7,232
6-10 Years	6,188	6,257	12,445
11-13 Years	3,636	3,201	6,837
14-17 Years	4,963	5,012	9,974
Total 0-17	21,585	21,811	43,396

School Age Children

Yolo County has a total of 61 schools within its borders, educating approximately 29,185 students during the 2013-2014 school year. The schools are overseen by five separate unified school districts, in addition to the County Office of Education.⁴

Table 3: Children Attending School in Yolo County (2013)

Children Attending School in Yolo County (2013)⁵	
Yolo County Child Population	43,396
Public School Enrollment (n)	29,250
English Learners in Public School (n)	5,730
English Learners in Public School (%)	19.6%
Homeless Public School Students (n)	1,106
Homeless Public School Students (%)	3.8%
Kindergartners With All Required Immunizations (n)	2,346
Kindergartners With All Required Immunizations (%)	91.5%
Children Enrolled in Special Education (n)	2,718
Children Enrolled in Special Education (%)	9.3%
Foster Youth With Active IEP's (April-June 2014)(n) ⁶	19

Table 4: Public School Enrollment, by Race/Ethnicity (2013)⁵

Race/Ethnicity	Percentage
African American/Black	2.8%
American Indian/Alaska Native	0.8%
Asian/Asian American	9.4%
Filipino	1.2%
Hispanic/Latino	45.6%
Native Hawaiian/Pacific Islander	0.6%
White	37.0%
Multiracial	2.5%

⁴ California Education Data Partnership: <http://www.ed-data.k12.ca.us/>

⁵ Kidsdata for Yolo County: <http://www.kidsdata.org/region/340/yolo-county/results#ind=&say>

⁶ California Child Welfare Indicators Project: http://cssr.berkeley.edu/ucb_childwelfare/CDSS_6B.aspx

Children Who Leave School Before Graduation

The dropout rate is the percentage of students that leave the 9-12 instructional system without a high school diploma, GED, or special education certificate of completion and do not remain enrolled after the end of the fourth year.⁷

Table 5: Yolo County High School Dropouts (2012)

High School Dropouts (n)	213
High School Dropouts (%)	8.8%
CA High School Dropout Rate (%)	11.4%

Table 5A: Yolo County High School Dropouts (2012)

Race/Ethnicity	Percentage-Yolo	Percentage-CA
African American/Black	7.7%	19.7%
American Indian/Alaska Native	11.1%	17.4%
Asian/Asian American	5.3%	4.6%
Filipino	0%	4.7%
Hispanic/Latino	13.8%	13.9%
Native Hawaiian/Pacific Islander	13.3%	14.2%
White	4.2%	7.4%
Multiracial	13.6%	9.7%
None Reported	66.7%	33.7%

Languages Spoken

According to US Census data, English is the primary language spoken at home in Yolo County. The US Census Bureau reports that for the years 2008-2012, 34.4% of the Yolo County residents aged five and older spoke a language other than English at home.⁸ In 2013, 19.6% of the children enrolled in school were English Learners.⁹ The most common language spoken besides English is Spanish.⁹

Median Household Income

The median household income between 2008-2012 in Yolo County was \$57,260 per year.¹⁰ This is approximately 6.75% lower than the median income for the State of California, which was \$61,400.¹¹ Not surprisingly, based on the lower median household income, 18.7% of

⁷ California Education Data Partnership: <http://www.ed-data.k12.ca.us/Pages/Glossary.aspx>

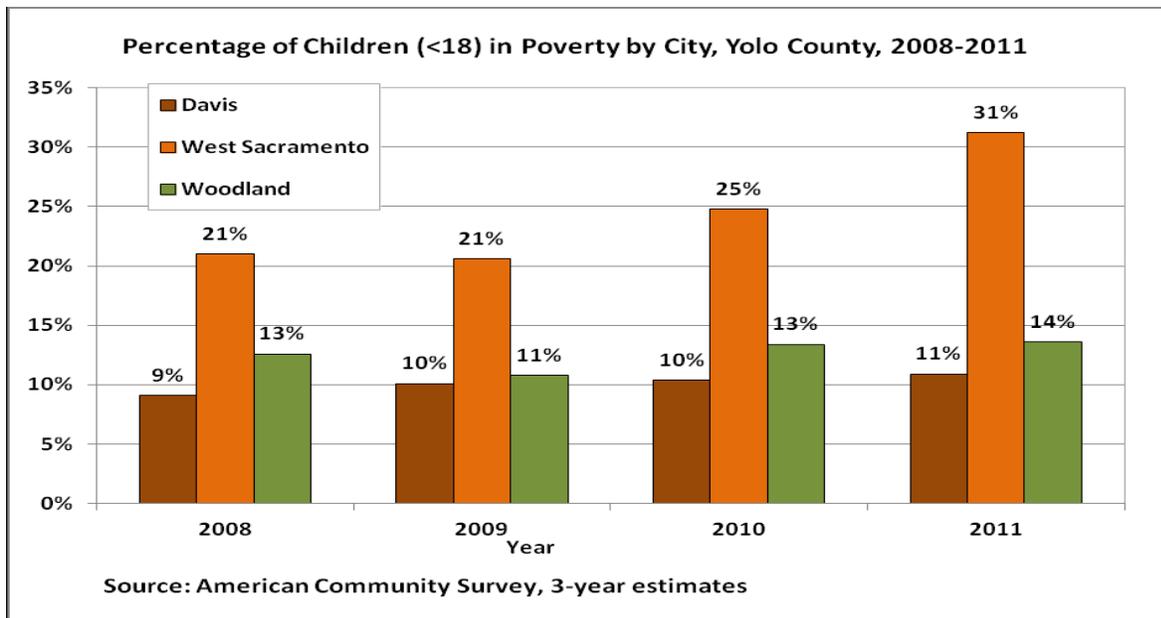
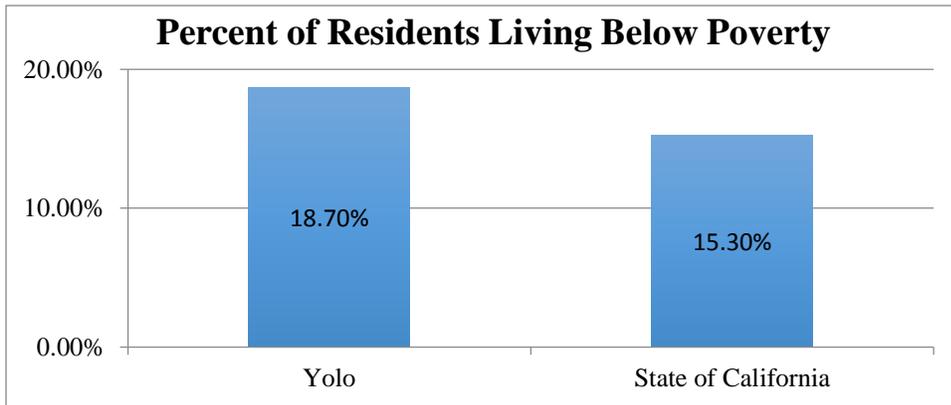
⁸ US Census Quickfacts for Yolo County: <http://quickfacts.census.gov/qfd/states/06/06113.html>

⁹ Kidsdata.org for Yolo County: <http://www.kidsdata.org/region/340/yolo-county/results#ind=&say>

¹⁰ US Census Quick Facts for Yolo County: <http://quickfacts.census.gov/qfd/states/06/06113.html>

¹¹ US Census Quick Facts for Yolo County: <http://quickfacts.census.gov/qfd/states/06/06113.html>

the residents in Yolo County are below the poverty level, compared to 15.3% throughout the state.



Unemployment Data

According to the U.S. Bureau of Labor Statistics, the unemployment rate in Yolo County, as of July 2014, was 7.3%.¹² Unemployment trends for Yolo County appear to be seasonal: The rate drops during the summer due to seasonal employment opportunities. Unemployment in winter months in Yolo County over the past five years has been much higher than the State of

¹² US Bureau of Labor Statistics for Yolo County (retrieved from Google) <http://goo.gl/VcH61A>

California as a whole¹³; the most recent data regarding unemployment rates in the State of California (as of July, 2014) is 7.9%.

Stakeholders are in consensus that both urban and rural areas within Yolo County suffer from poverty. Rural areas which seem most plagued with poverty include Madison, Esparto and Knights landing. These rural areas depend on agriculture as it main income. Agricultural areas in Yolo County have been negatively impacted by the drought. The city of West Sacramento, in particular the neighborhoods around West Capitol Avenue and Broderick, struggle with economic development due to their multigenerational poverty and gang cycles. Factors leading to poverty are high crime rates, substance abuse, unemployment, untreated mental health, and low wages.

Yolo County government cut employees in 2009-10 via early retirements and lay-offs and while hiring is improving in some areas it still hasn't fully recovered those lost employees. With the Affordable Care Act (ACA) DESS has done significant hiring of Public Assistance Specialists and administrative staff to meet this need and the overall size of DESS is larger now then prior to 2009-10. In the past, residents in Yolo County would often go to Sacramento County for shopping and entertainment, which further compounded stagnation in economic growth. Woodland now has the Gateway Shopping Center which houses Costco, Target and other shopping and eating establishments at the east entrance to Woodland. As a result of having additional shopping and eating venues in the county our sales tax revenue has increased.

Average Housing Costs

The median value of an owner-occupied housing unit within the county between 2008-2012 was \$329,600. This is lower than the average value statewide, which was \$383,900. Between 2008-2012, the home ownership rate in Yolo County was 53.6% (compared with a statewide average of 56%).¹⁴

The fair market prices for rent have fluctuated over the past five years, decreasing for smaller units (studio to 1 bedroom) and increasing for larger units (2+ bedrooms). The estimated costs below include utilities, except for telephone services.

¹³ Comparison of Unemployment Rates for Yolo County and State of California: <http://goo.gl/OWSOmn>

¹⁴ US Census Quickfacts for Yolo County: <http://quickfacts.census.gov/qfd/states/06/06113.html>

Table 6: Fair Market Prices for Rent (2010-2014)

Yolo County Unit Size	Amount				
	2010	2011	2012	2013	2014
Studio - 0 Bedrooms	\$813	\$821	\$767	\$741	\$757
1 Bedroom	\$861	\$869	\$811	\$801	\$817
2 Bedrooms	\$1,052	\$1,062	\$992	\$1,082	\$1,104
3 Bedrooms	\$1,533	\$1,547	\$1,445	\$1,594	\$1,627
4 Bedrooms	\$1,631	\$1,646	\$1,538	\$1,860	\$1,898

Homelessness Data

As of 2013, there were 474 identified homeless people in Yolo County, of whom 134 were identified to be “chronically homeless.”¹⁵ As of 2013, there were 36 Yolo County families with dependent children identified as being in either “emergency” or “transitional” homelessness situations.¹⁵ (It should be noted that these figures differ substantially from the data available through Kidsdata.org; this may be due to differences in metrics, as the Kidsdata count measures children who are homeless at any point in the year, while the Yolo County Homeless Census appears to be a point-in-time count).

Table 7: 2013 Yolo County Homeless Census

Sheltered Count (n)	276
Unsheltered Count (n)	198
Households with Dependent Children* (n)	36
*Number of Persons in these Households (n)	129
Chronically Homeless Individuals (n)	134
Chronically Homeless Families (n)	0

Analysis of General Demographics

While the general population of Yolo County has increased almost 10% (199,407 to 206,381), the child population has declined 9% (48,195 to 43,396) since the last County Self-Assessment (CSA) in 2010. Children make up 21.9% of the population of Yolo County; and children between the ages of 6-10 and 14-17 represent a substantial portion of the child population in the county. Of additional importance is the fact that 34.4% of Yolo County children age 5 and older speak a language other than English at home, with Spanish being the

¹⁵ 2013 Yolo County Homeless Census: <http://www.yolocounty.org/home/showdocument?id=26338>

most common language. This is important to highlight as Yolo County looks at the ages of children served by child welfare services and where services may need to be targeted.

The unemployment rate in Yolo County has maintained a historic pattern of seasonal fluctuations, but generally appears to be declining. Nonetheless, many families in this county continue to live in poverty, and a significant number of school age children are homeless, or face the prospect of homelessness.

Stakeholders discussed the following as trends regarding children who are at the greatest risk of maltreatment:

- It seems there has been an increase in drug exposure rates and as a result more infants are coming into care.
- The lack of shelters and services for homeless families and children are an issue in Yolo County. A recent collaboration which included Yolo County Housing and the City of West Sacramento, along with numerous private donors and partners, is the Bridge to Housing project, where we've implemented a Housing First model in Yolo County – an approach to ending homelessness by finding permanent housing for those experiencing homelessness. To date, 39 vouchers have been issued which will house 40 individuals (76% of participants currently in the program). While this does not solve the problem it is steps in the right direction.
- We are seeing more females in need of Commercially Sexually Exploited Children (CSEC) prevention, early on and gender specific, services. The newly formed multi-disciplinary collaborative, Girls Safety Net, is hopefully going to impact this. We need school involvement. This group is talking about creating a day place/safe place to go instead of being on the streets.
- In addition there are many non-English speaking families; undocumented families often don't trust the system. It's also difficult for non-English speaking families to find employment within Yolo County.
- There are some families that are over served and can't meet the demands imposed on them of all agencies. They can't do it all. Parents need to have jobs. A perspective offered is that sometimes they have too much to do that a job takes a back seat. But in order to move out of poverty, we need to encourage and break down barriers to

finding, obtaining, and maintaining employment. It may take all agencies to look and think outside the box as families aren't 8-5pm even though our jobs are. Need more coordination between agencies as far as the demands being placed on families and how it is impacting them.

An analysis of how the trends and availability of services impacts outcomes is included in the Summary of Findings.

CHILD MALTREATMENT INDICATORS

Number of Low Birth Weight Newborns

According to the University of California San Francisco, low birth weight is defined as an infant weighing less than 2500 grams (or approximately 5 pounds, 18 ounces) at the time of birth. Causes for low birth weight can include premature birth at less than 37 weeks gestation, intrauterine growth restriction due to issues with the placenta, maternal health, or birth defects. Some risk factors for low birth weight are race, age, multiple births, lack of prenatal care, and maternal health. Infants with a low birth weight have a greater risk for complications such as hypothermia, perinatal asphyxia, respiratory problems, anemia, feeding difficulties, infection, hearing deficits, Sudden Infant Death Syndrome (SIDS), and other complications.¹⁶

Table 8: Infants Born at Low Birth Weight

Year	2008	2009	2010	2011	2012
Infants (n)	147	119	127	148	132
Infants (%)	5.5%	4.8%	5.2%	6.3%	5.4%

According to 2014 California Department of Health data, between 2010-2012, 5.6% of infants born in Yolo County were low-birth weight, compared to a statewide rate of low-birth weight newborns of 6.8% for the same timeframe.¹⁷ Of additional importance, 80.3% of all Yolo County mothers who gave birth between 2010-2012 received adequate prenatal care, 82.7% within the first trimester (compared to statewide averages of 79.5% and 83.6%, respectively).¹⁷

¹⁶ UCSF Manual: http://www.ucsfchildrenshospital.org/pdf/manuals/20_VLBW_ELBW.pdf

¹⁷ California Department of Public Health: <http://www.cdph.ca.gov/programs/ohir/Pages/CHSPCountySheets.aspx#d>

Number of Children Born to Teen Parents

Prevention of teenage pregnancy is important for several reasons, both socially and economically. Teenage mothers tend to have lower education levels and decreased income, increasing the cost to taxpayers for health care and sometimes foster care of the children. Further, children of teenage mothers are less likely to graduate high school, have more health issues, more likely to be incarcerated during adolescence, and become teenage parents themselves.¹⁸

Table 9: Yolo County Teen Births (ages 15-19)

Year	2008	2009	2010	2011	2012
Teen Births (n)	218	180	174	163	141
Teen Births (%)	16.0%	16.6%	17.4%	16.3%	14.1%

According to the California Department of Public Health, Yolo County's 3-Year aggregated teen birth rate (2009-2011) was significantly lower (16.8%) than the statewide figure (31.6%), and was ranked sixth-lowest in teen birth rates out of all California counties for that timeframe.¹⁹ It should be noted that this may be true due to the fact that many mothers deliver outside the county at the UC Davis Med Center for example.

Family Structure

The average household size in Yolo County was 2.8 between 2008-2012. Married-couple families comprise 47.1% of households, and married-couple families with children under the age of 18 comprise 22.8 % of households. There were 20.6% of households with one or more people over the age of 65, and 34% with one or more people under age 18. The rates of grandparents responsible for their grandchildren between 2008-2012 were not available or too low to report with significant statistical confidence.²⁰ The following Table 10 was derived from the 2010 Census results.

¹⁸ CDC Facts About Teen Pregnancy: <http://www.cdc.gov/TeenPregnancy/AboutTeenPreg.htm>

¹⁹ CA Dept. of Public Health: <http://www.cdph.ca.gov/programs/mcah/Documents/MO-MCAH-2011TBR-DataSlides.pdf>

²⁰ Population Reference Bureau: <http://goo.gl/aZsDmi>

Table 10: Households

Household Types in Yolo County ²⁰	Yolo County Residents (n)	Yolo County Residents (%)	California (%)
All Households	70,872	100%	100%
Married Couples with Children	15,797	22.3%	23.4%
Married Couples without Children	16,938	23.9%	26.0%
Single Parents with Children	6,048	8.5%	9.6%
Other Family	5,318	7.5%	9.7%
One Person	16,251	22.9%	23.3%
Other Nonfamily	10,520	14.8%	8.0%

Housing Costs and Availability

As previously indicated, the median value of owner-occupied housing units in Yolo County was approximately \$329,600 between 2008-2012.²¹ In 2014, the price of a rental, ranging from a studio to a four-bedroom unit, is predicted to be between \$757-\$1,898.²² According to US Census Bureau estimates, in 2010, 4,182 of the available 75,054 (5.6%) housing units throughout the county were vacant.²³

2-1-1 Calls: Monthly Averages by Assistance Requests

Many counties throughout the state have a 2-1-1 service through the California Alliance of Information & Referral Services.²⁴ The service allows members of the community and service providers to access information about government and non-profit community health and social services in their area.

Substance Abuse Data

The most recent available data report (2010) regarding substance abuse from the California Department of Health Care Services (via the Community Prevention Initiative project) uses seven indicators to report community substance abuse.²⁵ Table 11 summarizes this data.

²¹ US Census Quickfacts for Yolo County: <http://quickfacts.census.gov/qfd/states/06/06113.html>

²² Kidsdata.org for Yolo County: <http://www.kidsdata.org/region/340/yolo-county/results#ind=&say>

²³ US Census Fact Finder: <http://factfinder2.census.gov/>

²⁴ 2-1-1 Website: <http://www.211.org/>

²⁵ Community Prevention Initiative: http://www.ca-cpi.org/resources/county_indicator_reports.php

Table 11: Community Substance Abuse Indicators

Indicator	Yolo County	State Average
Prevalence of Binge Drinking (2007) (residents 18+ years old)	31.7%	29.7%
Admissions to Alcohol and Other Drug Treatment (2008)	512.85 per 100,000	591.63 per 100,000
Arrests for Drug-Related Offenses (2008)	714.22 per 100,000	910.20 per 100,000
Arrests for Alcohol-Related Offenses (2008)	1551.01 per 100,000	1203.37 per 100,000
Alcohol-Involved Motor Vehicle Accident Fatalities (2008)	6.02 per 100,000	3.54 per 100,000
Alcohol and Drug Use Hospitalization (2007)	150.08 per 100,000	205.44 per 100,000
Deaths Due to Alcohol and Drug Use (2007)	20.8 per 100,000	21.46 per 100,000

Mental Health Data

In 2012, there were 10,199 individuals estimated as needing mental health services in Yolo County, including 3,780 youth ages 0-17.²⁶ For youth between 5-19 years of age Yolo County, 212 (4.9 per 1,000) were hospitalized for mental health issues in 2012.²⁷

Children with Disabilities

In 2013, there were 2,718 children (9.3% of the total population) in Yolo County enrolled in Special Education. This includes children attending public school in grades K-12. Of these children, 1,059 were identified as having a Learning Disability.²⁸

Rates of Law Enforcement Calls for Domestic Violence

In 2012, there were 1,008 law enforcement calls for domestic violence in Yolo County; 28% of the calls involved use of a weapon.²⁹ Calls from prior years were as follows: 2011 (973); 2010 (995), 2009 (931); 2008 (799).³⁰ Research shows that children exposed to domestic violence are at increased risk of being abused or neglected and Child Welfare staff has done additional training with law enforcement to understand that link which in turn may have resulted in more calls.

²⁶ CA Dept. of Health Care Services:

<http://www.dhcs.ca.gov/provgovpart/Documents/CaliforniaPrevalenceEstimates.pdf>

²⁷ Kidsdata.org for Yolo County: <http://www.kidsdata.org/region/340/yolo-county/results#ind=&say>

²⁸ Kidsdata.org for Yolo County: <http://www.kidsdata.org/region/340/yolo-county/results#ind=&say>

²⁹ CA Office of Attorney General: http://oag.ca.gov/sites/all/files/agweb/pdfs/cjsc/prof12/domestic_violence_2012.pdf

³⁰ Kidsdata.org, re DV: <http://www.kidsdata.org/region/340/yolo-county/results#ind=&say>

Emergency Room Visits for Child Victims of Avoidable Injuries

Between 2010 to 2012, there were 10,240 cases of children in Yolo County presenting at the emergency room with non-fatal injuries, including 130 children with self-inflicted injuries and 220 children who were the victims of assault. During this timeframe, 10 children presented at the emergency room with injuries resulting from abuse or neglect.³¹

Child Fatalities and Near Fatalities

There have been five (5) child fatalities in Yolo County since the most recent County Self-Assessment in 2010, of which three(3) were determined to be unintentional, one (1) was ruled a homicide, and one (1) was the result of abuse or neglect.³¹

Analysis of Child Maltreatment Indicators

Reviewing the child maltreatment indicators, there are some key areas to emphasize. Yolo County's rates of teen births and low birth weight newborns are relatively positive indicators, when compared to the State of California as a whole, which could be attributed to better education in schools and increased access to health care. Substance use and abuse, especially with regards to alcohol and alcohol related motor vehicle fatalities, appears to be problematic in Yolo County. The rate of calls to law enforcement for domestic violence appears to be somewhat stable. The statistics regarding emergency room visits for child victims of abuse and child fatalities are relatively low compared to the child population and will continue to be monitored over the coming years. The data presented above on child maltreatment indicators appears to be stable and in many cases at or better than statewide averages. However, parts of the county experience more adverse health and socio-economic outcomes due to high levels of poverty, high crime, high levels of gang affiliation, or services not being offered in their community.

CHILD WELFARE AND PROBATION POPULATION

Children with Allegations (CWS)

For the five-year period, 2009-2013, the annual average number of children with allegations of abuse in Yolo County is 1,918.³² The most current data shows that 2,000 Yolo County children were alleged to have been abused in 2013; an allegation rate of 45.6 per 1,000

³¹ CA Dept. of Public Health Epicenter: <http://epicenter.cdph.ca.gov/ReportMenus/CustomTables.aspx>

³² California Child Welfare Indicators Project : http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx

children. It should be noted that, due to the manner in which data is collected for this statistic, children with abuse allegations may be counted multiple times over a multi-year period (but only once per year); therefore, it is not possible to conclusively determine the total number of children with abuse allegations over the five-year timeframe.

The tables below provide annual information about children with abuse allegations stratified by age and ethnicity.

Table 12: Children with Allegations (by age)

Age Group	Year				
	2009	2010	2011	2012	2013
Under 1	182	149	137	155	182
1-2	235	203	197	193	199
3-5	342	363	342	341	362
6-10	513	503	491	512	571
11-15	452	525	513	459	510
16-17	210	193	185	193	176
Total	1,934	1,936	1,865	1,853	2,000

Table 13: Children with Allegations (by ethnicity)

Ethnic Group	YEAR				
	2009	2010	2011	2012	2013
Black	143	145	132	117	141
White	673	710	673	620	627
Latino	776	815	771	754	691
Asian/Pacific Islander	52	50	80	86	48
Native American	32	13	21	23	14
Multi-Race	0	0	0	0	0
Missing	258	203	188	253	479
Total	1,934	1,936	1,865	1,853	2,000

The children with allegations by ethnicity have remained fairly consistent over the last five years with the only noticeable difference being the significant increase being children with allegations with ethnicity missing. We attribute this to data entry errors and it will be added to the CWS/CMS training reminders.

Children with Substantiated Allegations

For the five-year period, 2009-2013, the annual average number of children with substantiated allegations of abuse in Yolo County is 384.4.³³ The most current data shows that 396 Yolo County children had substantiated abuse allegations in 2013; a substantiation rate of 9.0 per 1,000 children. It should be noted that, due to the manner in which data is collected for this statistic, children with abuse allegations may be counted multiple times over a multi-year period (but only once per year); therefore, it is not possible to conclusively determine the total number of children with substantiated abuse allegations over the five-year timeframe.

The tables below provide annual information about children with substantiated abuse allegations stratified by age, ethnicity and type.

Table 14: Children with Substantiated Allegations (by age)

Age Group	YEAR				
	2009	2010	2011	2012	2013
Under 1	66	50	59	62	64
1-2	70	55	41	56	53
3-5	85	80	76	65	67
6-10	98	66	86	98	109
11-15	74	75	84	86	80
16-17	25	20	28	21	23
Total	418	346	374	388	396

Table 15: Children with Substantiated Allegations (by ethnicity)

Ethnic Group	YEAR				
	2009	2010	2011	2012	2013
Black	32	18	23	22	45
White	161	134	126	138	140
Latino	183	164	191	200	162
Asian/Pacific Islander	10	8	11	9	9
Native American	13	2	6	5	0
Multi-Race	0	0	0	0	0
Missing	19	20	17	14	40
Total	418	346	374	388	396

³³ California Child Welfare Indicators Project : http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx

Table 16: Number of Allegations (by type)

Allegations	YEAR				
	2009	2010	2011	2012	2013
Sexual Abuse	210	189	171	173	241
Physical Abuse	527	504	439	447	429
Severe Neglect	27	37	30	16	35
General Neglect	913	761	886	889	1273
Emotional Abuse	237	111	173	160	196
Caretaker Absence	141	97	72	54	53
At Risk Sibling Abuse	57	240	131	143	119
Total	2112	1939	1902	1882	2346

As you can see above, the number of allegations of abuse was higher in 2009 and then went down each year until 2013 when they rose substantially. In reviewing the trends in types of referrals, we note that there has been a significant increase in referrals related to sexual abuse, severe neglect and general neglect allegations in the last year. In our experience, general neglect is often associated with substance abuse, with parents under the influence failing to adequately supervise their children, get them to school consistently or provide adequately for food, clothing and a safe place to live. General neglect is often the allegation used when there is domestic violence in the family but the children were not immediately present during the incident. As you will see elsewhere in this report, domestic violence calls to law enforcement are up in recent years which we attribute to outreach to law enforcement and our efforts to educate that children that witness domestic violence suffer the effects of child abuse.

Children with Entries to Foster Care (CWS)

For the five-year period, 2009-2013, the annual average number of children with foster care entries in Yolo County is 157.4. The most current data shows that 193 Yolo County children entered foster care in 2013; an entry rate of 4.3 per 1,000 children. It should be noted that, due to the manner in which data is collected for this statistic, children with abuse allegations may be counted multiple times over a multi-year period (but only once per year); therefore, it is not possible to conclusively determine the total number of children with substantiated abuse allegations over the five-year timeframe.³⁴

³⁴ California Child Welfare Indicators Project : http://cssr.berkeley.edu/ucb_childwelfare/EntryRates.aspx

The table below provides information about Yolo County children entering foster care between 2009-2013, stratified by removal reason.

Table 17: Children with Entries to Foster Care (by removal reason)

Removal Reason	YEAR				
	2009	2010	2011	2012	2013
Neglect	164	121	105	122	174
Physical	16	8	7	16	14
Sexual	3	3	10	9	0
Voluntary Reentry	0	0	0	0	4
Other	5	1	2	2	1
Missing	0	0	0	0	0
Total	188	133	124	149	193

Number of Children with First Entries (CWS)

For the five-year period, 2009-2013, the annual average number of children with first entries into foster care in Yolo County is 125.4. The most current data shows that 159 Yolo County children made a first entry into foster care in 2013; an entry rate of 3.6 per 1,000 children. It is possible to determine the aggregate number of children who have made first entries into foster care over this five-year timeframe: 627 children made first entries into foster care between 2009-2013, as compared to 965 children who made first entries in the previous five-year period (2004-2008).

The tables below provide information about Yolo County children making first entries into foster care between 2009-2013, stratified by age and ethnicity.

Table 18: Children with First Entries to Foster Care (by age)

Age Group	YEAR				
	2009	2010	2011	2012	2013
Under 1	36	28	28	27	40
1-2	26	25	14	23	26
3-5	22	18	19	19	27
6-10	17	14	16	18	37
11-15	23	13	20	27	18
16-17	8	7	8	12	11
Total	132	105	105	126	159

Table 19: Children with First Entries to Foster Care (by ethnicity)

Ethnic Group	YEAR				
	2009	2010	2011	2012	2013
Black	18	12	8	6	23
White	58	53	37	55	62
Latino	47	37	54	59	70
Asian/Pacific Islander	6	2	5	4	4
Native American	2	1	1	1	0
Multi-Race	0	0	0	0	0
Missing	1	0	0	1	0
Total	132	105	105	126	159

The growth of the Hispanic/Latino population with first entries to foster care is significant in terms of the provision of child welfare services. In terms of program development, we will need to ensure that we support services targeted culturally. The need for bilingual and bicultural service providers to work with our Hispanic/Latino families is growing and will need to be addressed in terms of both prevention and intervention/treatment services.

Number of Children Entering Placement with Suitable Placement Order (Probation)

Table 20: Probation: Entries to Foster Care by Age (8 days or more)

Age Group	Oct 2011 – Sept 2012	October 2012-Sept 2013	Oct. 2013 – Sept 2014
<1 mo	.	.	.
1-11 mo	.	.	.
'1-2 yr	.	.	.
'3-5 yr	.	.	.
'6-10 yr	.	.	.
'11-15 yr	2	4	4
16-17 yr	5	7	6
18-20 yr	.	.	.
Total	7	11	10

Table 21: Probation: Entries to Foster Care by Ethnicity (8 days or more)

Ethnic Group	Oct 2011 – Sept 2012	October 2012-Sept 2013	Oct. 2013 – Sept 2014
Black	.	1	1
White	4	3	1
Latino	3	6	8
Asian/P.I.	.	.	.
Nat Amer	.	.	.
Missing	.	1	.
Total	7	11	10

Table 22: Probation: Entries to Foster Care by Placement Type (8 days or more)

Ethnic Group	Oct 2011 – Sept 2012	October 2012-Sept 2013	Oct. 2013 – Sept 2014
Pre-Adopt	.	.	.
Kin	1	.	.
Foster	.	.	.
FFA	.	.	.
Court Specified Home	.	.	.
Group	6	10	10
Shelter	.	.	.
Guardian	.	.	.
SILP	.	.	.
Other	.	.	.
Missing	.	.	.
Total	7	11	10

Children with Subsequent Entries

This statistic measures the incidence of re-entry into foster care within 12 and 24-month timeframes after a successful discharge to reunification. *Statistics for children who reunified in 2011 are not complete, as not enough time has yet elapsed.

Table 23: Children with Re-Entries to Foster Care

	Interval			
	2009	2010	2011	2012*
Total Reunifications	123	51	82	81
Reentered in less than 12 months	17	5	1	8
No reentry within 12 months	106	46	81	73
Reentered in less than 24 months	23	6	5	5*
No reentry within 24 months	100	45	77	N/A*

Children in Care (CWS)

For the five-year period, 2009-2013, the annual average number of children in care on a specified day during the year (July 1st) in Yolo County is 268.³⁵ The most current data shows that 265 Yolo County children were in foster care on July 1, 2014. The number of open cases³⁶ by service component on July 1, 2014 (point in time data) is;

³⁵ California Child Welfare Indicators Project : http://cssr.berkeley.edu/ucb_childwelfare/InCareRates.aspx

³⁶ CWS/CMS Business Object Report

- Family Maintenance - 84
- Family Reunification – 138
- Permanent Placement – 128
- Extended Foster Care - 53

It should be noted that, due to the manner in which data is collected for this statistic, children in care may be counted multiple times over a multi-year period (but only once per year); therefore, it is not possible to conclusively determine the total number of children who were in care over the five-year timeframe.

The tables below provide information about Yolo County children in foster care between 2009-2013, stratified by age and ethnicity.

Table 24: Children in Care (by age)

Age Group	Point In Time					
	7/1/2009	7/1/2010	7/1/2011	7/1/2012	7/1/2013	7/1/2014
Under 1	15	21	15	14	25	19
1-2	51	39	24	26	29	59
3-5	61	57	64	38	28	43
6-10	75	50	54	41	33	53
11-15	100	82	68	64	53	54
16-17	36	38	38	52	52	37
Total	338	287	263	235	220	265

Table 25: Children in Care (by ethnicity)

Ethnic Group	Point In Time					
	7/1/2009	7/1/2010	7/1/2011	7/1/2012	7/1/2013	7/1/2014
Black	29	33	34	26	27	42
White	155	132	123	110	101	129
Latino	137	104	85	89	80	86
Asian/P.I.	9	12	15	8	10	7
Nat American	8	6	6	2	2	1
Multi-Race	0	0	0	0	0	0
Missing	0	0	0	0	0	0
Total	338	287	263	235	220	265

The number of Hispanic/Latino children in care was high in proportion to the overall number of children in care in 2009 but over the last several years the number in that population

has decreased significantly. The number of Black children has grown slightly over the last year while the highest number of children in care has remained the White population.

Children in Care (Probation)

The chart below reflects the number of youth by gender under the age of 18 who were in a group home setting at a specific point in time, July 31 (end of month). All youth were wards of the Court (formal probation status). All placements were outside of Yolo County (in-county placements do not exist).

Table 26: Children in Care (by gender)

Gender	Point In Time					
	7/31/2009	7/31/2010	7/31/2011	7/31/2012	7/31/2013	7/31/2014
Male	10	1	3	5	7	8
Female	0	1	0	0	0	0
Total	10	2	3	5	7	8

The chart below reflects the average number of youth in group home placement per month in a calendar year:

Table 27: Children in Care (average per month)

	Calendar Year					
	2009	2010	2011	2012	2013	2014
Avg # Youth in Group Home Care per month	15	3.7	3.9	4.3	7.7	9.8

Children in Care with Tribal Affiliations

As of July 1, 2014, there are currently 24 Yolo County youth in foster care placements who are identified as having primary or mixed Indian heritage, including 16 who are eligible through the Indian Child Welfare Act (ICWA). Six (6) of these youth are aged 18-20.

Public Agency Characteristics

POLITICAL JURISDICTIONS

The Board of Supervisors is the duly elected legislative body of the County of Yolo. The Board of Supervisors sets and adopts policies and establishes programs for law and justice; health and mental health; social services; land use; transportation, water resources, air quality and flood management; agriculture; economic development; emergency services; intergovernmental relations; libraries and areas of general governance. Based on these policies the Board of Supervisors fixes salaries, appropriates funds and adopts annual budgets for all departments. The five members of the Board are elected by district, are non-partisan and serve four-year terms. Board members also sit as the governing body for Yolo County Housing, In-Home Supportive Services, Public Authority, Yolo County Financing Corporation, eight county service areas and 13 fire districts, as well as participating in a number of regional governing bodies. Yolo County operates under general law by authority of the State Legislature.

Present members of the Board of Supervisors by district are:

- Supervisor Oscar Villegas, District 1
- Supervisor Don Saylor, District 2
- Supervisor Matt Rexroad, Chair, District 3
- Supervisor Jim Provenza, Vice-Chair, District 4
- Supervisor Duane Chamberlain, District 5

The County Board of Supervisors appoints the County Administrative Officer (CAO) and Patrick Blacklock was appointed as CAO in January 2010. The County organization is currently divided into twenty-three (23) departments, comprised of both elected officials and appointed department heads. Elected departments include Assessor, Auditor-Controller, County Clerk-Recorder, District Attorney, Public Administrator-Public Guardian, Sheriff-Coroner, and Treasurer-Tax Collector. Appointed Departments include Agriculture, Alcohol, Drug and Mental Health Services, Child Support Services, Cooperative Extension, Employment and Social Services, Health, Library, Planning and Public Works, Probation, and Public Defender. In

addition, county services consist of County Counsel, Human Resources Division, Information Technology Division, and General Services Division.

Tribes

The only current active Native American tribe within Yolo County is the Yocha Dehe Wintun Nation, which is also federally recognized.

School Districts/local education agencies

There were 29,591 children enrolled in 2008/09 in sixty (60) Yolo County schools within its six (6) school districts which includes Yolo County Office of Education. Yolo County is home to one University (UC Davis); one tribal college, DQ University; and several community colleges: (1) two branches of the Los Rios Community College District and (2) Woodland Community College, a branch of the Yuba Community College District.

Law enforcement agencies

Each incorporated city has its own law enforcement agency. The University of California, Davis Campus also has separate police and fire. All of the rural and unincorporated areas of Yolo County rely on the Yolo County Sheriff's Department for public safety and law enforcement services. Law enforcement collaborates with CWS hotline staff in emergency response cases, as indicated elsewhere in this report.

Cities

The majority of the county population is concentrated in the four major incorporated cities within the county, Davis, Woodland, West Sacramento and Winters (<http://quickfacts.census.gov/qfd/states/06/0684816.html>). The City of Davis, projected population of 66,205, is the largest city within the county and has a highly skilled professional and technical labor force. Woodland, projected population of 56,590, is the seat of Yolo County government, has a strong historic heritage and its agricultural setting contributes an important economic role. The City of West Sacramento, projected population of 49,891 was incorporated in 1987 and continues to be an emerging and developing city and is considered to be one of the fastest growing and still affordable communities in the area. And Winters', projected population of 6,892, is a growing community situated in southwestern Yolo County. Other towns within the borders of Yolo County, Esparto, Madison, Brooks, Guinda, Rumsey, Capay,

Dunnigan, Zamora, Yolo, Knights Landing, Clarksburg, and El Macero are small and unincorporated, comprising a projected population of 23,571.

COUNTY CHILD WELFARE AND PROBATION INFRASTRUCTURE

The Department of Employment and Social Services is the largest department within Yolo County government with a workforce of staff who plan and deliver the following support services; income support, food stamps, and other aid to eligible low-income individuals and families; employment and training services to increase workforce participation and decrease dependency; and protective and supportive services for both children and vulnerable adults.

The main office of the agency is located in Woodland, California, with satellite offices in West Sacramento and Winters. All offices provide CalWORKs, Medi-Cal, General Assistance, and Food Stamps services. Additionally, the department has “One-Stop Career Center” services at each of these locations in partnership with county government, local public and state agencies, labor unions, community colleges, and the Office of Education. At the One-Stop Career Centers in Yolo County, employers can coordinate services to screen and test job applicants, arrange training, obtain research, and receive out-placement services to assist them in transitioning skilled individuals to find the right jobs at all skill levels. One-Stop Career Center services provide a variety of resources to help job seekers find work, plan a career, prepare for interviews, and receive training.

The DESS Management Team consists of agency director, one (1) assistant director, and one (1) Chief Financial Officer responsible for Employment and Transitional Services and Children and Adult Services, and eight (8) division managers responsible for Administrative Services/Support Services/Financial Management/Human Resources, Employment and Transitional Services, and Children and Adult Services.

Staffing in Child Welfare Services (CWS) consists of one (1) manager, five (5) social worker supervisors, forty (40) case-carrying social workers, three (3) analytical support staff, one (1) clerical supervisor, and five (5) clerical support staff. MSW Intern staff receives field and case management supervision under the direction of supervisory staff. Social workers attend CORE training via the Northern Training Academy and received several days of multicultural training. Bilingual skills are highly valued as a skill in providing services. Staff that has bilingual skills has the option of self-certification and receiving additional compensation for

their skills. Although bilingual skills are desirable, such skills are not a prerequisite in the recruitment and hiring processes at the present time. Since the writing of our last CSA we have become much more culturally diverse. Our current staff is more reflective of the population in the county and is comprised of;

Race/Ethnicity	
African American/Black	5
Asian/Asian American	3
Hispanic/Latino	13
White	19

Languages	
Spanish	9
Hindi	1
Vietnamese	1

The salary range for case carrying social worker staff currently starts at \$4,116 monthly and tops out at \$6,288 before overtime and call back/stand by pay. The salary range for social worker supervisors starts at \$5,000 monthly and tops out at \$6,831 monthly. Among the forty (40) social workers, five (5) supervisors and one (1) manager there are twenty-eight (28) staff with MSW degrees, twelve (12) with other MA degrees, and six (6) with BA degrees.

In the past, DESS experienced periods of instability in staffing levels due to maternity/paternity leave, transfers to other county departments and staff leaving for higher paying positions in other counties. In 2009 and 2010 the department experienced retirements and lay-offs due to budget restrictions which greatly impact the workload and morale of existing staff. Since then we have begun hiring and are back to pre-2009/10 staffing levels.

This division of DESS is within the Children and Adult Services Division. Although program services are delivered countywide by child welfare staff, all staff is presently located in Woodland. In addition to child welfare administrative, social worker, and support staff, partner agency staff is co-located in the DESS building. Partner agency staff includes two (2) Public Health Nurses, a children’s clinician from the Yolo County Alcohol, Drug and Mental Health

Department's Children's System of Care, two (2) Cal Works/Crossover employment services worker, AFDC-Foster Care staff, and a staff person with the Yolo County Children's Alliance.

Implementation of a vertical case management model began in 2013. The intent of this practice model is to provide relationship based child welfare services as a best practice model. Vertical case management promotes continuity of services with a single caseworker handling cases as they enter the system, family maintenance, family reunification and permanency planning. This model will reduce the number of social worker changes that a family experiences, lessen service gaps, and create a more streamlined process. Several challenges were associated with implementing vertical case management. First, staff had been accustomed to being specialized by CWS component and with the implementation of vertical case management; they were expected to carry a case from post detention to closure. This resulted in staff being unfamiliar with the policies, procedures and laws associated with the different components of CWS. Additionally, training was not provided to staff with the implementation of vertical case management. This contributed to low morale in CWS and a generally feeling that staff was ill equipped to manage the varying timelines for each CWS component and effectively work with their families. As a result, CWS made some changes to vertical case management in that ongoing staff would be assigned at Disposition and would carry the case to closure. We are still working through this process and hope that the changes we have made to date will ensure smooth delivery of service and accomplish the goal of the program model.

Emergency Response Services (ER): The unit is responsible for the telephone intake hotline for all reports of suspected abuse and/or neglect, and follow-up investigation of referrals; protective custodies and emergency placements of children who need immediate intervention for health and/or safety reasons. This unit also files the initial Juvenile Court dependency petition.

Juvenile Court Services: Although not a "service component" in the traditional definition of child welfare services, this unit is responsible for all Welfare and Institutions Code Sec. 300 juvenile court proceedings between detention and the disposition hearing. Subsequently, the case is transferred to a case carrying social worker for continuing services and case supervision. Additionally, this unit has one staff person assigned to the Multi-Disciplinary Interview Center

(MDIC) which is a child friendly, safe, and supportive environment where child victims of sexual abuse come for forensic interviews, medical evidentiary examinations, advocacy, assessment, therapy, and support services.

Family Maintenance Services (FM)/ Family Reunification Services (FR)/ Permanent Placement Services (PP): As a case moves through the system a case carrying social worker will be responsible for providing time-limited in-home protective services to children and their families to prevent or remedy abuse, neglect or exploitation for the purpose of preventing separation of children from their families. These services may be either voluntary between the family and CWS or court-ordered by the Juvenile Court.

As appropriate, a social worker provides time-limited family reunification services while the child is in foster care to prevent or remedy neglect, abuse or exploitation when the child cannot safely remain at home.

Again, as appropriate, a social worker provides permanency placement services as an alternative permanent family structure for children who because of abuse, neglect or exploitation cannot safely remain at home and who are unlikely to return home. Permanency services are based on a judicial determination of a permanent plan of adoption, legal guardianship, or long term foster care.

As kids in foster care reach the age of 15 we transition the case to a Transitional Age Youth (TAY) social worker to provide Extended Foster Care (EFC) to the youth if they choose to remain in foster care and continue to receive foster care benefits and services until they turn 21. The young adults who remain under the jurisdiction of the court in EFC are referred to as Non-Minor Dependents (NMDs).

CWS' Relative Assessment Specialist works hard to quickly assess relatives so that children's first placement can be with a relative and so that they can remain together.

CWS has a clerical support unit comprised of 1 supervisor and 5 Office Support Specialists that assist social worker staff with noticing, family finding, relative placement searches, transcriptions, copying and other clerical functions. Additionally, there is one senior administrative services analyst and 2 analysts that support the division.

CWS supervisors meet formally on a weekly basis to review staff assignments and to assign cases. Key discussion points are looking for the best match for the child and family and co-assigning cases for skill development.

Supervisors, social workers and youth focus groups all yielded information regarding social workers transitioning cases. Supervisors and most social workers praised the shift to the modified vertical case management system and believe families are better served with fewer social workers. There is also respect for agency efforts to make transitions as smooth as possible when they do have to happen. However, social workers report that even though they want to make smooth transition, they often do not have time. Youth report that the transitions between social workers were very difficult, that often the new social worker would simply come to their foster placement for a visit and inform them the old social worker was reassigned. Foster youth report wanting to see their social worker more often, and to have better relationships with their social worker. Having a new social worker is very difficult. Biological parents also feel strongly about being assigned new social workers. They report that with each change in worker it took time to develop a relationship, earn trust, and learn how to best communicate with the worker. All parents said they had a “warm hand off,” from one social worker to the next which made the process less scary.

Social workers believe vertical case management allows them to build better relationships with youth and families. They also are able to maintain all of the history of the case which is helpful. The only challenge they report is if a worker is burned out or not a good match, it can be challenging to effectively case manage the family; this should be assessed periodically to make sure worker and client are a good fit for each other.

An organizational chart for Child Welfare Services is in the appendices section.

PROBATION

The Yolo County Probation Department was established in 1909. Operating under guidelines of the Penal and Welfare and Institutions Code, the Department’s mission is to enhance public safety by holding adult and juvenile offenders accountable while promoting positive behavioral change through responsible use of public resources. The main office, Juvenile Detention Facility (JDF), and Work Program/Transportation Facility is located in Woodland, Ca. There is also an office located in West Sacramento, Ca. The Management team consists of the Chief Probation

Officer, Assistant Chief Probation Officer, Deputy Chief Probation Officer, Fiscal Manager, Program Manager, and Juvenile Detention Facility Superintendent.

There are two juvenile Probation units responsible for any person who is under the age of 18 years when he or she violates any law, unless said person is tried as an adult: Intake/Court Services and Field Services. Organizationally, each unit consists of one Supervising Probation Officers, one Senior Deputy Probation Officer, Deputy Probation Officers (DPO), and/or a Probation Aid and support staff.

The salary range for Deputy Probation Officers currently start at \$4025 monthly as a Deputy Probation Officer I and tops out at \$5460 monthly as a Deputy Probation Officer II before overtime and call back/stand by pay. The range for Senior Deputy Probation is \$4831 to \$5873 per month. The Deputy Chief Probation Officer currently starts at \$7434 and tops out at \$9036 per month. Among the eleven (11) Deputy Probation Officers, two (2) Senior Deputy Probation Officers, two (2) Supervising Probation Officers and one (1) Deputy Chief Probation Officer assigned to the Juvenile Division there is (1) staff with a MS degree, thirteen (13) with other BS/BA degrees, and one (1) with an AA degree. The duties of each unit are as follows:

Intake and Court Services: There are two Intake Probation Officers (one bilingual) charged with investigating the nature of a law enforcement referral and determining the best course of action that is to be taken, while following established intake guidelines within the WI Code. Through the use of detention and risk assessment tools and other investigation techniques, the DPO is able to make determinations as to the appropriate pre-detention custodial status as well as a recommendation in the mandated Detention Report, recommending appropriate post-detention custodial status. Also, pursuant to the Welfare and Institutions Code, Probation Officers (two) are charged with providing a social history report to the Court, following risk/needs assessment, needs-assessment-driven and Title IV-E compliant case planning, and case evaluation. The reports can be pre or post adjudication, depending on court status and recommendation; 241.1WI evaluation reports; FCC and Adoption reports. One Senior DPO (bilingual) acts as the primary Court presenter and appears in all juvenile court hearings: Detention, Jurisdiction, Disposition, and review.

Further, a Juvenile Review Board, or JRB, was created in November 2013. The purpose of the program is to help divert youth from the Juvenile Justice System, when they commit a

low level misdemeanor offense, and make available to them and to their families a wide array of services to prevent them from committing repeat offenses. The board consists of community members and college students who hear cases and then determine the appropriate disposition. A DPO acts as the liaison to board members and participants, coordinating program entry and exit.

Placement: There are two DPOs (one bilingual) specifically dedicated to youth who are in placement and returning to the community. The PO is charged with fulfilling mandates to comply with court orders that place wards in Foster Care placements and ensuring appropriate reunification services are offered to facilitate the safe return of the minor to his/her home or permanent placement. The PO places the ward, monitors his/her progress, addresses needs of wards in foster care, complies with Court placement review hearings and prepares necessary mandatory documents. This includes AB12 youth. The PO must adhere to Division 31 and Title IVE visitation requirements. Youth who are in out-of-home placement are typically the highest risk youth and all community based services have been exhausted. The screening for placement is rigorous and all other local options are explored prior to the youth being removed from his/her home. The Probation Department has seen an increase in the use of out of home placements by over 50% averaging 4.3 youth in placement between fiscal years 2010 to 2013 and 10.3 youth in placement in fiscal year 2013/2014. This can be attributed to more youth, with needs, which the Juvenile Court felt could not be met with community based services.

Field Services: Minors under the Court's jurisdiction with a status of informal Probation, Court Probation, or Ward and assessed to be at moderate risk or higher to reoffend are supervised by this unit. Three DPOs (one bilingual) and one school based DPO case manage these youth and monitor compliance with Court ordered terms and conditions. A Title IVE approved case plan (for both reasonable and non-reasonable candidates) identifies specific goals to be addressed by the youth, family and DPO. Youth are referred to evidence-based treatment services within the community. The DPO provides support and monitors progress. Functional Family Probation (FFP) case management model was eliminated in 2013. Yolo County Juvenile Drug Court was eliminated in as a result of RED (Racial and Ethnic Disparities) grant work.

Furthermore, the EMP/628.1 contract program is an alternative to secure detention. One DPO manages this caseload. Participation is Court-ordered. Youth who meet specific criteria are released into this program in one of two ways:

1. 628.1 WI contract: minors and their parents sign a conditional release contract specifying conditions they must abide by 24-hours-per-day with a court hearing review every 15 days.
2. GPS contract: a global tracking device is secured on the ankle of the youth and a monitor system is used to enhance supervision.

A Probation Aide (PA) (bilingual) monitors the low risk population of juvenile offenders. The PA monitors compliance with Court orders, collects restitution, responds to parental/community/school needs of case, provides written reports to the court, and conducts new risk assessments, as needed. There is no community supervision being provided, and this population is not typically eligible for treatment services provided by the Probation Department. These practices are in direct alignment with best practices for juvenile community corrections. Specifically, this is the application of what is known as the "Risk Principle of Effective Intervention," where low risk cases are minimally managed and resources are specifically dedicated to higher-risk populations.

The most significant difference as it relates to the Juvenile Division since the last CSA has been in structure and reorganization. The Division Manager position was eliminated; supervisor position was reduced by one; and DPO positions were reduced by one. Most recently, given the change in placement numbers, one DPO position was shifted from field services to placement. Further, AB12 numbers have increased by over 50%. While funding under state programs (YOBG, JJCPA, JPF) has remained consistent, Title IVE funding heavily impacted not only Yolo County but Probation Departments statewide. However during the past six months, a Program Manager position was added as a Training Manager. Additionally, a Deputy Chief Probation Officer position was created to oversee the daily operations of the Juvenile Division and Adult Division in the Department.

County departments have had to cut or reduce contracts with numerous community based partners. This has significantly impacted their staffing and ability to provide services. Additionally, the state has reduced contracts with several community partners who provide residential substance abuse treatment which has limited their capacity.

An organizational chart for Probation is in the appendices section.

Bargaining Units

Yolo County has ten (10) separate bargaining units, including the units that cover social workers and probation officers. Contracts between various bargaining units expire at different times and there are no current bargaining unit issues that would affect the delivery of services.

FINANCIAL MATERIAL RESOURCES

DESS manages funds from a variety of sources, including Title IV-B, Title IV-E, Title XIX and Title XX of the Social Security Act, and Temporary Assistance to Needy Families (TANF). These federal funds are matched by the state of California and local county funds available to support program operations. Probation manages funds from a variety of sources, including YOBG, JJCPA, JPF, Title IVE, VLF, SB933, and Realignment.

2011 Realignment moved program and fiscal responsibility to counties, providing a dedicated source of funding while eliminating duplication of effort, generating savings, and increasing flexibility. Realigned programs include local public safety programs, mental health, substance abuse, foster care, child welfare services, and adult protective services. Many of these programs are already administered at the local level by counties. Therefore, it is appropriate for the programmatic and fiscal responsibility to reside with the counties with the state maintaining an oversight and technical assistance role where needed.

Flexible Funding/Interagency Agreements

Child Welfare Services has interagency agreements for Early Prevention Screening Diagnosis and Treatment (EPSDT), Child Health and Disability Prevention (CHDP), Wraparound Services, and Foster Care Public Health Nursing services.

Foster Parent Training and Recruitment fund – These funds are used for advertising, special recruitment events, and assisting foster parents to meet licensing requirements (e.g. paying for First Aid/CPR training), and foster parent appreciation events.

Independent Living Program (ILP) funds are used for ILP services for CWS and Probation foster youth. Yolo County provides monetary incentives to foster youth to attend ILP classes. ILP funds can also be used for clothing and work related expenses, on-line driver's license classes, and school related expenses.

Yolo County has a Transitional Housing Placement-Plus (THP-Plus) program that provides housing assistance to eligible foster/probation youth (18-25) emancipating out of the

County Foster Care focusing specifically on providing stable housing. The programs allow participants the opportunity for safe, secure housing while they develop and obtain necessary education, employment, and life skills needed for independent living.

Kinship Foster Care Funds Emergency Funds assist relative home, NREFMs, and foster homes and may be used to purchase items such as beds for foster children or other furniture items (replacing stove or refrigerator), and for example, paying to install a fence around a pool.

Juvenile Probation receives state foster care funds to support placement services. DESS is the pass through agency for the Specialized Therapeutic Options Program (STOP) funding utilized by Yolo County Probation Department for minors at high risk for out of home placement.

CHILD WELFARE/PROBATION OPERATED SERVICES

Juvenile Hall

Our capacity at the Juvenile Detention Facility (JDF) is approximately 90 beds via 3 pods that may house up to 30 minors in each pod. We currently have 1 unit in which we are under the 30 minor capacity with an average daily population of approximately 17 youth. We serve youth from Yolo County which includes the larger cities of Woodland, Davis, West Sacramento and smaller cities such as Esparto, Knights Landing, Winters, Dunnigan, Guinda, Madison/Cache Creek. We currently have a contract with the Office of Refugee and Resettlement to house adjudicated minors pending placement back into the community via sponsors, or to step down facilities, or deportation. We currently are offering several programs for the minors in our custody such as Boys Circle, Girls Circle, Thinking for a Change, Narcotics Anonymous, Alcoholics Anonymous, Socialization Groups, YIIN (Youth Interfaith Immigration Network) program, YEP (Youth Empowerment program), Victor Treatment Center, Literacy Group, GED preparation and testing, Church, Bible Study, Alateen and Holy Rosary Volunteers.

Shelters

Yolo County's resource for shelter/emergency placement is a network of county licensed foster homes that have made a commitment to accept protective custody placements or "prior placement disruptions" on short notice. Because of the number of available homes, their preference for specific ages, location of home etc., this system has inherent weaknesses.

In 2014 the Yolo Crisis Nursery lost its funding from its host agency, EMQ Families First. Since then various funding opportunities have been undertaken to keep the facility open and operating. The Yolo Crisis Nursery is a four-bed facility that provides 24-hour care for children who range in age from birth to six. The Crisis Nursery can also provide daytime respite for up to 12 children. The purpose of the Nursery is to prevent abuse and/or neglect of children under the age of six years by providing shelter for the children and assistance to their families who are in need of respite or facing a crisis. This service is not utilized by CWS as a placement option as it is meant to be an emergency or crisis placement resource for parents. The Crisis Nursery does not have a wait list. Generally, their daytime respite care is frequently utilized by parents whereas their overnight respite services are less frequently used and could be utilized more. Services are free of charge to parents who place their children in the nursery on a voluntary basis. Parents/guardians can place their children in the nursery during times of severe stress or medical emergency. Children can stay overnight at the Nursery for as little as 24-hours and as long as 30 days at a time. Emergency day respite services are also available to families that need assistance but do not require overnight care for their children.

County Licensing

Yolo County Department of Employment and Social Services continues to work with the California Department of Social Services Community Care Licensing Division (CDSS-CCL) who provides this function. Child Welfare Services continues to participate in recruitment and retention activities and staff assists with these activities. CWS is exploring the possibility of bringing this function in house and will develop contracts at such time.

County Adoptions

Yolo County continues to contract with the California Department of Social Services Adoptions Branch for local adoption services. As such, the State Adoptions staff from the Sacramento District Office and Yolo County DESS are partners in the periodic review of all child welfare services cases for adoption referral.

OTHER COUNTY PROGRAMS

CWS is a Linkages county and as such we partner with the CalWORKs (CW) side of our department to coordinate services to crossover families with open child welfare and CW cases. Two (2) CW staff have been assigned to case manage our crossover cases in partnership with

the assigned social worker. We have developed a number of contracts for substance abuse treatment services in partnership with CW and identify crossover clients in order to coordinate services and utilize the best funding streams for those services. In 2013/14 we added CW funding to our mental health treatment and services contract for crossover clients. We are strengthening our collaborative partnership with CW staff and communication is strong. Additionally, CW has fully implemented Family Stabilization for Path 1 and Path 2 Differential Response families. ER social workers send a referral to CW Family Stabilization when a family is identified as Path 1 and Path 2 and is identified as a CW client. This ensures that families receive access to needed services even when they do not have an open CWS case.

CWS meets regularly with staff from the Yolo County Alcohol, Drug and Mental Health Department (ADHM) to assess our implementation of the Core Practice Model for the Katie A. v Bonta lawsuit. Our two departments jointly completed the Readiness Assessment Tool and the Service Delivery Plan which was sent to the Department of Health Care Services (DHCS) on May 15, 2013. The two Departments utilized the Mental Health Services Act stakeholders group, family partner, youth and family interviews and surveys to solicit community feedback. We have developed and are using an assessment tool to screen for mental health services. We meet regularly with the ADMH to review cases and our procedures. Additionally, we meet regularly with them to coordinate services for Community Bases Services (CBS), Therapeutic Based Services (TBS) and review youth in Rate Classification Level (RCL) 13 and above for appropriate placement.

CWS now has two (2) Public Health Nurses co-located with the social worker staff. The CWS PHN collaborates with an interagency team to improve the health outcomes for the children case managed by CWS. The CWS PHN facilitates access to healthcare, connects families with community resources, offers education related to healthcare issues and child development, and promotes a healthy lifestyle for families and children in the CWS system with complex health needs. The other public health nurse works with the Child Health and Disability Prevention (CHDP) Program as well as collaborate, enhance and strengthen services in a focused effort to improve health care of children in an out-of-home placement and assists CWS and Probation staff in providing more comprehensive and coordinated health services to this population.

State and Federally Mandated Child Welfare/Probation Initiatives

Currently Yolo County Child Welfare or Probation is not participating in the State or Federal Initiatives listed below:

- Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP);
- The California Partners for Permanency (CAPP) Grant;
- The Continuum of Care Reform (CCR);

Katie A. v Bonta

As mentioned previously, CWS meets regularly with staff from the Yolo County Alcohol, Drug and Mental Health Department to assess our implementation of the Core Practice Model for the Katie A. v Bonta lawsuit. Our two departments jointly completed the Readiness Assessment Tool and the Service Delivery Plan which was sent to the Department of Health Care Services (DHCS) on May 15, 2013. The two Departments utilized the Mental Health Services Act stakeholders group, family partner, youth and family interviews and surveys to solicit community feedback. We have developed and are using a screening tool to screen for needed mental health services. We meet regularly to review cases that may meet criteria for inclusion as well as mental health and CWS procedures. Most recently, CWS has made a decision to revise our screening/assessment tool to allow for more detailed instructions on when and who to refer children who meet the sub-class criteria and to outline a process for social workers to screen children for annual reassessments.

Focus groups conducted with social workers, supervisors and biological parents discussed the process for mental health assessments and services, including access to resources.

Supervisors spoke highly of the work of the social workers to provide outreach to older children and youth who are resistant to mental health services. In particular, the transitional age youth workers will partner with clinicians to conduct home visits with the youth to encourage engagement in services. Social workers mention that youth may not trust the mental health system which may be further impacted by kinship placements that do not

understand the benefits of the mental health services. Social workers continued to discuss that while Yolo County is fortunate to have many services, sometimes there are so many service requirements in case plans that they become a barrier. Supervisors also mention that mental health assessments are conducted when children and youth enter foster care and then reassessed every six months, which is a marked improvement from the one-year reassessment they provided until recently. Youth with mental health issues can access alcohol and drug treatment, therapeutic behavior services (TBS), community based services (CBS), and WRAP in Yolo County; out of county ADMH and WRAP is available but it is difficult to access and there are delays in implementation for more intensive services. Youth also have access to evidence based alcohol and drug treatment from CommuniCare, and the department fully supports youth having access to services.

Biological parents discussed that it would be beneficial to have earlier and more standardized assessments for mental health needs conducted by a licensed clinician, and not just based on the workers perception of the clients need.

California Fostering Connections to Success Program (Extended Foster Care)

California Fostering Connections to Success program made extensive policy and program changes to improve the well-being and outcomes for children in the foster care system, including changes related to the extension of federal funding for foster care services for non-minors from ages 18-21 -if they meet certain participation criteria. CWS has chosen to participate in Extended Foster Care (EFC) and now has a unit staffed by four (4) TAY social workers who provide case management services to youth starting at age 15 with a comprehensive preparedness for independent living, and the social worker continues to provide case management services if they choose to remain in foster care and receive foster care benefits and services until they reach age 21.

Yolo County Probation staff meets with the Probation Advisory Committee every six weeks to discuss placement issues within the state. The Community Partners ILP also meets once every six weeks. At this time Probation has not been directed by CDSS to participate in the Katie A. v Bonta lawsuit. If so directed we will gladly partner with CWS and ADMH to best meet the needs of our children and families. Additionally, Probation is participating in weekly telephone calls with CDSS regarding issues surrounding Title IVE. These telephone calls address

issues involving claiming, reasonable candidacy, case planning and collaboration throughout the state. Probation is also participating in webinars and other trainings on a regular basis.

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

THE BOS-DESIGNATED PUBLIC AGENCY

The county receives federal Community Based Child Abuse Prevention (CBCAP) and state Child Abuse Prevention Intervention and Treatment (CAPIT) funds, which combined with funds from Children’s Trust Fund, Kid’s Plate, and First 5, help to support a network of community prevention and intervention efforts to achieve positive outcomes for families. DESS is the designated agency to distribute and account for CBCAP, CAPIT, and Promoting Safe and Stable Families (PSSF) funds. DESS monitors the CAPIT/CBCAP/PSSF program funds allocated to the county.

Child Abuse Prevention, Intervention and Treatment (CAPIT)

We continue to use CAPIT funding to contract with one of our community partners to provide Differential Response (DR) services to Path 2 families. DR is for families who do not rise to the risk level to need CWS intervention. DR services include family assessment, parent education, family counseling, substance abuse treatment services, referrals to community based services, and follow up through home visits with families.

COUNTY CHILDREN’S TRUST FUND COMMISSION, BOARD OR COUNCIL

CHILD ABUSE PREVENTION COUNCIL (CAPC)

Community-Based Child Abuse Prevention (CBCAP) Funds:

The Yolo County Children’s Alliance (YCCA) serves as the county’s child abuse prevention council (CAPC) and, as such, has received the county’s Children’s Trust Fund dollars to support its activities since its inception in 2002. The Children’s Alliance is a 501(c)(3) organization and an inter-agency collaborative that coordinates needed family support services, convenes child and family advocates to solve community problems, and gathers and disseminates local information about the needs and the wellbeing of Yolo County families. Beginning July 1, 2005, the Yolo County Board of Supervisors directed all CBCAP funds to the Yolo County Children’s Alliance

(YCCA), to supplement the Children’s Trust Fund and Kid’s Plate dollars earmarked for the Alliance.

The County will continue to deposit its CBCAP allocations for FY2014/15, as a lump sum, to the Children’s Trust Fund to support the work of the Alliance. The Alliance coordinates both public and private efforts to prevent and reduce child abuse and promotes public awareness of abuse and neglect and the resources available for prevention and treatment. The YCCA coordinates child abuse prevention awareness efforts in April.

The Alliance’s 40 person Policy Council, which includes many community stakeholders and YCCA’s Step by Step / Paso a Paso Advisory Council also inform the work of the CAPC. The Yolo County Department of Employment and Social Services (DESS) is an active participant on YCCA’s Executive Board and Policy Council.

PSSF COLLABORATIVE

To ensure that PSSF funds are distributed throughout the continuum of care, a minimum of 20% of the PSSF allocation must be distributed into each of four service categories: family preservation, family support, time-limited reunification and adoption support. In 2014/15 Yolo County’s Promoting Safe and Stable Families allocation was \$125,699. Contracts are awarded to community based organizations as well as a portion held in house for fee for service activities for Adoption Promotion and Support. CWS tracks funding requests and ensures that they are claimed against the appropriate funding stream. Since our last CSA contracts have been awarded to CommuniCare Health Centers, Inc. for Differential Response (Path 1), Functional Family Therapy, and Perinatal Day Treatment services using the entirety of our PSSF and CAPIT funding except for those funds retained by the department for fee for service activities for Adoption Promotion and Support.

Systemic Factors

MANAGEMENT INFORMATION SYSTEMS

Child Welfare

Yolo County utilizes the CWS/CMS (Child Welfare Services/Case Management Services) system for all child welfare services. Yolo is a “dedicated” county. Social work, clerical, other

social work support staff, and public health nursing staff all have responsibility for data entry. The assigned social worker has the responsibility to ensure that all mandated data entries are completed timely and correctly.

All social workers have a CWS/CMS computer at their work station as does each supervisor and support staff. The system is operational from the West Sacramento office via several work stations and is used by social workers on field visits or when providing Emergency Response (ER) after-hours coverage. All Child Welfare Services (CWS) social work staff now has iPads and server based computing tokens to access CWS/CMS in the field. Each staff has assigned mobile phones and internet and intranet access. Updates of both hardware and software are done as efficiently as possible. Public Health nurses assigned to DESS are trained on CWS/CMS and routinely input Health and Education Passport information on open cases.

CWS continues to use the SafeMeasures tool and management, supervisors, and analysts have been trained on it. Supervisors and staff use SafeMeasures as a caseload management tool. SafeMeasures is used by supervisors to address performance as it relates to the outcome measures as they meet individually with staff. Additionally, the department implemented Structured Decision Making (SDM) in late 2006 and social workers use it first as a hotline decision making tool and then as a safety and risk assessment tool throughout the life of the case. The Department also uses Business Objects to develop and run various data gathering reporting such as youth reaching age 15 for EFC, age 16 for ILP services, applications for SSI, group home reports in order to staff cases for lower level placement reviews, and for youth aging out of foster care to apply for food stamps.

Probation

Probation began utilizing the CWS/CMS system for IVE placement cases only as outlined in the state CWS/CMS Probation Access Scope Statement no later than October 1, 2010. Unfortunately, interface and/or integration between CWS/CMS and Probation case management systems is not feasible. Probation continues to receive CWS/CMS training from the State and is working with the CWS/CMS Administrator to set up their office and administrative rights. However, all probation records are and will continue to be maintained in the Yolo County Probation Law Suite Database Record System which is currently being rebuilt.

Data Integrity

In the previous CSA, management and supervisory staff had identified several areas in CWS/CMS where data cleanup was warranted. Increased accuracy and timely data entry, increased standardization of entry of information in the appropriate fields to ensure accurate AFCAR and other statistical data were two of the areas identified as needing attention to ensure improved data integrity and achieve positive outcomes. Additional trainings and increased competencies within the Division are showing results and this is no longer an area of concern. Probation continues to work to improve the consistency and quality of data entry.

CWS has worked diligently over the last several years to improve data entry issues that had negatively impacted our outcome measures. For example, in the past social workers completed monthly home visits timely but didn't enter the information into CWS/CMS prior to the end of the month. This impacted outcome measure 2S-Monthly Visits when the contact note wasn't entered prior to the end of the month. Staff has been trained on timely data entry issues and how to record the visit with all parties to ensure complete and thorough documentation is maintained. Since our last CSA these areas have been addressed and are no longer a concern.

After analyzing the outcomes, CWS has noted some new data entry errors that are likely the result of gaps in data entry due to retirements and new users learning the CWS/CMS system. CWS recently hired 26 new social workers and two new Public Health Nurses. Prior to hiring the two Public Health Nurses, there was a gap in entering medical and dental examinations as well as psychotropic medication orders for foster children due to the previous Public Health Nurses' retirement. The new Public Health Nurse assigned to Foster care is

diligently working to “catch up” on entering all of the medical and dental examinations and psychotropic medication orders. Additionally, the new social workers have gone through CWS/CMS training and are growing more familiar with the functionality of CWS/CMS and where to record all of the relevant data for their families and children. CWS expects to see a change capture rates regarding child’s education/graduation, medical examinations, dental examinations and psychotropic medications.

CASE REVIEW SYSTEM

The Yolo County’s Juvenile Court handles both dependency (CWS) and delinquency (Probation) cases to determine what is in the best interests of the child. There is currently one judge who handles all juvenile and dependency court cases.

Child Welfare: The dependency court system focuses on the protection of children and the provision of permanency through family reunification, adoption and guardianship, if possible. The following is a general overview of the dependency process:

Upon receipt of a report of suspected abuse or neglect, the Emergency Response social worker conducts an investigation to assess the immediate safety of and overall risk of harm to the child. If a decision is made to bring the child into protective custody, the social worker has 48 hours to either file a dependency petition or return the child to the parents. If DESS files a petition, a detention hearing is held on the next judicial day where the Court determines if the child will continue to be detained. If the child continues to be detained, a jurisdictional hearing is held within 21 days of the detention hearing. This hearing determines if the evidence is sufficient for the child to come under the jurisdiction of the Juvenile Court. A disposition hearing must be held no later than 60 days from the original detention hearing. At the disposition hearing, a decision is made regarding the child’s dependency. If the child is adjudicated a dependent of the Court, the family may receive either family maintenance or family reunification services. If the child is not adjudicated a dependent, the case may be dismissed or voluntary family maintenance may be recommended. Review hearings are held at 6 month intervals (or more frequently) in order to evaluate progress and facilitate permanency.

Probation: Any person who is under the age of 18 years when he or she violates any law of this state or of the United States or any ordinance of any city or county of this state, defining crime other than an ordinance establishing a curfew based solely on age, is within the

jurisdiction of the juvenile court (unless tried as an adult), which may adjudge such person to be a ward of the court. The following is a brief description of the court process as it relates to delinquency:

A minor is referred to the Probation Officer following an arrest for a violation of the law, in or out-of-custody. The Probation Officer processes the referral at the Intake level, conducting a detention release assessment (if applicable) and risk/needs assessment. If the referral is not held by the Probation Officer as defined by code, then the matter is referred to the District Attorney (DA) for review of possible charges. If the DA files charges, a Detention hearing is held before the Court (if in-custody), followed by a Jurisdiction hearing. Once there is a plea or finding in the case, the matter is once again referred to the Probation Department for a social history investigative report which is used by the Court at the Disposition hearing where any of the following may occur: the minor may be placed on informal or court probation, placed on deferred entry of judgment, adjudged a ward of the court and returned home, ordered into out of home placement, or committed to the Department of Juvenile Justice.

Should the minor be ordered into out of home placement, six month review hearings are held as part of the permanency planning process with the goal of reuniting the minor and family after the placement has been completed.

The chief probation officer holds monthly meetings with the juvenile court judge in order to improve the relationship and open lines of communication. Additionally, the Blue Ribbon Commission also includes probation.

The Policy Committee of the Child Abuse Prevention Coordinating Council which is charged with the development of policies that relate to the effective coordination of services to children and families could be an appropriate entity to take on the project of developing guidelines and policies around issues that can influence the effective operation of DESS and the court.

The Blue Ribbon Commission also provides recommendations on ways in which the courts and their partners can improve safety, permanency, well-being and fairness outcomes for children and families.

Use of Continuances

Child Welfare: The use of court continuances can influence the effectiveness of the dependency court system. Continuances occur for a variety of reasons, including a late or unavailable court report at the time of the hearing or conflict or disagreement between parties.

Continuances of Court hearings and calendaring delays are cited as a concern by social workers, the Court and attorneys alike. While there is mutual concern around the issue, there are varying perspectives as to why continuances occur. Variations include: DESS requested it; the report was late in being received by the attorney and/or the client; the Adoptions Report is not completed; the client is late for the hearing; the attorney has not had time to review the report with the client; or the client wishes to contest the recommendations of the report or other information contained in the report.

For several years Child Welfare Services (CWS) had a process in place to hold weekly office hours with County Counsel in order for social workers to staff cases or ask questions. These office hours have not been held regularly in many months and communication with County Counsel regarding cases has been an issue for DESS staff. Social workers see these office hours as essential in that they provide an opportunity to address issues prior to the court hearing. DESS is recommending that these be implemented consistently, as increased and improved communication is an essential component in addressing the issue of case continuances.

Additionally, the policy workgroup mentioned above might be an appropriate forum to develop agreed-upon guidelines for continuances, such as the identification and categorizing of circumstances that warrant a continuance.

Probation: Court continuances occur on a regular basis. Many times, the continuances are Court driven to see how a youth will perform in the community while under alternative supervision (contracts). This delays the final disposition of cases. Many contracts direct Probation to “pick up” a youth if any condition of the contract is violated (this is outside the scope of a new law violation). This leads to a return to custody which disrupts treatment, school, and any pro-social activities the youth is participating in. The number of Court hearings impact employed parents who have to miss a lot of work, placing their jobs in jeopardy.

Continuances have not presented any unnecessary or unreasonable delays in service in juvenile delinquency matters. Placement out of the parental home is driven by different factors than those present in the CWS system. Getting cases calendared is more of a problem for Probation. It sometimes takes a month or more to get a case on calendar which draws out the legal process and time it takes to get a child into placement or other supportive services.

Termination of parental rights

The ongoing social worker in DESS is responsible for writing the permanency plan for the 366.26 hearing regarding the termination of parental rights. A number of factors are considered regarding termination of parental rights. These include: the child's age, general developmental/functional level, behavior, disabilities, sibling groups and relationship with siblings. Other factors considered are the child's relationships with other family members, (immediate and/or extended), and the child's wishes pursuant to statutory age requirement and formal assessments made by State Adoptions. These factors are incorporated into the report as they apply to the social worker's recommendations regarding the termination of parental rights.

In Yolo County, the court has traditionally declined to terminate parental rights if the child has no prospective adoptive placement, even in circumstances in which State Adoptions has indicated that the child is ready for permanency through adoption. Additionally, in circumstances where a child's siblings are later taken into custody, the original permanency plan for the child may be delayed or even eliminated, pending the plan for the siblings.

Process for timely notification of hearings

Child Welfare: The County provides timely notices to all parties involved in dependency cases, including Tribes, foster and pre-adoptive parents, relative caregivers, non-related extended family members and age-appropriate (in accordance with statute). The Notice of Hearing sent to all caregivers provides notice of date, time, location, and type of hearing. Caregivers have the opportunity to attend the proceedings. In the Foster Family Home licensing orientation and licensing process caregivers receive information regarding this process and their right to attend. Also reviewed are the avenues by which they can communicate with the Court, and/or the child's attorney and assigned CASA. These avenues consist mainly of telephone contact, electronic mail, and/or written correspondence which can either given to

the CWS social worker for inclusion in the court report as an attachment or filed separately with the Court to be included in the Court file.

Tribal notifications are very inclusive. Over time, Yolo has standardized its inquiry of clients early in the case proceedings in an effort to avoid continuances and potential case complications in later hearings. Supervisory monitoring and staff training on Indian Child Welfare Act (ICWA) requirements has increased compliance in this area.

Probation: The issue of notification was identified as a systemic problem within the juvenile delinquency system under the RED project. There was concern that improper notification was leading to the issuance of bench warrants which then led to the unnecessary incarceration of youth. A Court notification process was mapped out and agreed upon in collaboration with the Public Defender and District Attorney. Further, the Probation department developed a notification process when handling violations of probation which was implemented August 2012.

In juvenile delinquency matters, all legal mandates are satisfied in meeting the timely notification of court hearing requirements. Placement out of the parental home is driven by the minor's actions and community safety as a consideration, not the actions of the parents.

Process for Parent-Child-Youth Participation in Case Planning

Child Welfare: Individualized case plans are created for each family at the time of the initial provision of services, and are reviewed and updated at least every six (6) months throughout the life of the case. Family Reunification cases frequently are calendared for review more often than every six (6) months.

Yolo County makes a conscious effort to engage parents in case planning activities, promoting a strength-based assessment and planning model. Implementation of SDM in October 2006 assisted social workers in making uniform safety and risk assessments. Social workers meet with individual family members to discuss strengths, needs and concerns, and solicit input regarding needed services, parental willingness to participate in services and available resources.

CWS continues to use Safety Organized Practice (SOP) as the model of team decision making. Social workers are facilitating family meetings with parents, family members, children (as appropriate), friends/support people, and service providers to use a team approach to

identify worries, strengths, next steps and safety plans. CWS is working toward the goal of having a family meeting prior to removal, prior to reunification, and prior to case closure, at a minimum on each CWS case. With continued training and experience, CWS expects that the safety plans that are created will be stronger which will result in an increase in no recurrence of maltreatment. We have increased our practice and now have hired a full-time facilitator. We are also using it beyond placement decisions as a way to make safety plans and to be sure the whole support network understands the concerns and the goals.

The youth, foster parents and biological parents discussed their involvement in the case planning process during their respective focus groups.

Most biological parents reported that they were not included in case planning or in the initial discussion around placement. They said when they did receive a case plan document, it was created without their input and they were just told what they “had to do” by their worker. They did not feel like they had been given an opportunity to understand the reasoning behind the services, or had not received or understood the assessment process. They stated that they felt that they did not have clear enough communication around the case plan, or had significant delays in getting instruction around their case plan requirements. Parents said they often felt like they were just trying to complete check boxes in the case plan, which was not meaningful.

Biological parents report that they felt there was a lack of support for them in understanding resources, how to navigate the system, and how to access treatment. Also, there frequently was a lack of communication around changes in court dates and parents were not notified in time. Parents mentioned they felt very disconnected and alone, and did not know where to turn for support.

Biological parents also discussed a general lack of Narcotics Anonymous meetings and it is difficult to attend meetings due to visitation schedules or requirements for their housing program curfews. Parents felt that fathers were less focused on and that for a single father to succeed, he had to do a better job than a mother in that same case.

Youth want to be more included in case planning and the discussions around visitation, both with their parents, siblings and permanent connections. They discussed wanting to be part of the visitation planning and have some say in how often they were parents, and to be able to maintain connections with siblings who end up in a different permanent plan.

Foster parents discussed that they see many of the biological parents are overwhelmed or face challenges and would like to see more meetings with the family, or other supports used to help them understand what is going on and to support their being successful. They suggested a meeting with parents and social workers to talk about the child's progress and milestones, and to include the parent in the child's changes and make the relationship between the foster parent and biological parent less adversarial.

Foster parents also discussed a desire to be included in meetings with the social worker and biological parents, not to be decision makers about the case, but to be a better support for the child's well-being and to communicate about the foster family's needs, which can help prevent burnout. Additionally, foster parents would like to remain connected to children who are reunified with their families or are moved to a kinship placement to minimize trauma and loss.

For foster youth, ages 15 ½ years and older, the social worker develops a Transitional Independent Living Program (TILP) case Plan. Eligible youth are referred by the social work case manager to the Independent Living Skills (ILS) Youth Coordinator for ongoing services with the goal of assisting the teen to begin the transition into productive, self-sufficient young adulthood. The youth coordinator assumes the role of engaging the youth in available services and other program appropriate activities within Yolo County. For eligible Yolo County youth who are placed outside Yolo County, the youth coordinator arranges with the county in which the youth is residing to engage the youth in ILS services.

For parents who are receiving services from both Child Welfare and CalWORKs, a CWS/CalWORKs interagency team works closely with the client to ensure that there is one operational unified case plan and that all available resources are identified and utilized to further the client's success. This has been very effective in establishing clear communication between programs and the client.

Participation in case planning is also achieved via services delivered by the Health Care Program for Children in Foster Care (HCPCFC). The public health nurses (PHN) located at DESS handle the medical information for children in foster care.

A number of barriers such as child care, transportation, location of available resources, frequency of participation, competing priorities between counseling, visitation, training, or

employment may adversely impact the client's success in complying with and participating in case planning activities.

Probation: Delinquency matters are fundamentally different than those of Child Welfare Services. That is, in a basic sense, CSW dependency matters are driven by behaviors of the parent and in Probation delinquency matters, the action taken arises out of behaviors of the minor.

For Probation, every youth must be evaluated for imminent risk and determination of reasonable candidacy for removal from the home in order to comply with Title IVE Federal regulations. The result of this screening determines which case plan is to be utilized at disposition. A risk/needs assessment drives the supervision level and case planning goals. The goal is always to have the minor remain home and in his/her community. Placement out of the home occurs only after the Court has concluded that future delinquency could not be prevented with the minor remaining there, or that it is required for some other reason (i.e. no parental home with which to return) The Court's decision does consider the amount of resources available locally, or lack thereof. In each matter, case plans are developed by the Probation Officer and approved by the Court. These, by definition and design, include parent/child/youth participation.

Written Case Plan

Child Welfare: In accordance with existing California Department of Social Services (CDSS) Division 31 Regulations applicable to delivery of child welfare services, when a CWS case is open, it must be entered into CWS/CMS. A case plan is due sixty (60) days from the initial referral date. This applies to all CWS cases, regardless of service component such as Emergency Response (ER), Family Maintenance (FM), Family Reunification (FR), and Permanent Placement (PP).

For cases moving from ER investigations into voluntary FM (VFM) for continuing services, the VFM social worker is responsible for working with the family to develop the initial case plan within the regulatory time frames. Typically the VFM social worker holds a family meeting in order to identify the strengths and challenges within the family and to develop the plan for services that best supports the needs identified by the family and CWS. The case carrying social worker and the family may ultimately modify the case plan.

Social workers are required to complete the SDM Family Strengths and Needs Assessment, which is intended to include significant input from the family prior to development of the case plan. In addition, case plans are updated at least once every six months and includes information as to progress on goals or changes since the last review. Supervisory and administrative staff uses SafeMeasures to monitor for case plan development and program compliance.

Probation: Case Plans and case management are driven by a comprehensive Risk and Needs Assessment. Effective February 2, 2015, Probation transitioned from the Positive Achievement Change Tool Assessment (PACT) to the Ohio Youth Assessment System (OYAS) tools. The OYAS tools are broken into five separate assessment tools each of which assess youth risk to reoffend at key decision points within the juvenile justice system: detention, diversion pre-adjudication, disposition post- adjudication screener and full assessment, residential, and re-entry. Only youth scoring moderate or high on the full disposition tool operate under a written case plan, unless a reasonable candidacy determination was made. A reassessment occurs every 6 months or when there is a significant change. The case plan follows this same timeframe. The case plan update includes progress on established goals and new goals. Each case plan is developed by the PO with the assistance of the youth and parent/legal guardian and reviewed and approved by Supervisory staff.

Concurrent Planning

Child Welfare: Social workers use assessments of the children, including interviewing the child and input from counseling reports, when developing concurrent plans. DESS has a strong working relationship with State Adoptions staff. The staff from both agencies meets monthly to discuss cases. Both agencies are conscientious regarding efforts to place children in ethnically appropriate homes, and/or with siblings or in close proximity to siblings when possible in order to continue family ties. Periodic reviews include a review of current adoptability.

DESS will continue to meet monthly with State Adoptions to staff cases. Social workers are responsible for concurrent in the event the family is unable to safely reunify. Some social workers did not consistently provide active concurrent planning because they viewed this as

the responsibility of State Adoptions. This issue has been addressed in staff training as it is the social workers responsibility to provide concurrent services.

Probation: Probation does concurrent planning with their placement youth. While Probation's goal is to reunify youth with their family, this unfortunately is not always an option. The Placement officer remains cognizant of the family dynamics, situations, strengths and barriers; the PO looks toward developing alternative permanency plans in case such is needed. This is done from the beginning of the placement case, is documented, and includes the youth and family.

Visitation

Parent/child and child/other relative visitation is determined by each individual family's circumstances, taking into consideration factors which brought the family to the attention of Child Welfare Services, the age of the child, the interests of the children and parents and the progress of the parents in the case plan.

Every focus group with the exception of biological parents (supervisors, social workers, foster parents, and foster youth) discussed visitation and challenges they all perceived as stemming from a current *over* emphasis on frequent visitation, which, according to focus groups with the social workers and supervisors, is dictated by the judge. All groups discussed, in detail, that while visits are important between foster children and their biological parents and family members, too many are simply disruptive. All groups reported foster children are not able to participate in typical after school activities due to visits with family members (often three times or more per week). Agency supervisors and social workers would like to see the visitation schedule arranged with the input of the youth, the agency and family. Youth underscored this issue; in particular regarding visits with biological parents after reunification services have been terminated. Social workers also brought up this issue and lamented that children and youth are having a hard time moving past reunification due to continued visits with their biological parents and that this is impeding their permanency options.

Foster parents report a need for better communication with social workers and visitation coordinator about visits, as well as a way to communicate with parents around care for child during visit times, regarding things like the child's schedule, feedings, and new developmental milestones.

Additionally, foster families are feeling overwhelmed with the visitation schedules, and feel they are not given an option to ask for an alternative schedule. They stated their schedule is the lowest priority (after child, parent, agency and visitation center), and if the schedule isn't working the only way to handle this is to give notice and move the placement. They would like to be able to have more input in scheduling, especially when they have more than one family they are scheduling for, or in working around holidays or special requests to allow both bio and foster families to have special family time, i.e. Christmas traditions, family vacations and the like.

Foster families also recommend having a central visitation coordinator or contact person. When the social worker made arrangements with the families, there was good feedback, but when it was done through the visitation provider, the feedback was inconsistent, some reporting that the visitation staff made last minute changes, would not notify the foster family, ask personal questions of the foster family about details of the case. On the other hand, when these visits are not conducted by the visitation center, they are done by the worker in the child welfare office in small rooms that are not set up for quality visitation, and feel more like babysitting that supervision. These are not set up to help improve visitation skills and are not always constructive.

Biological parents did not mention the quantity of visits as a problem, but did report that they all had significant delays, over 30 days, until they saw their children after initial detention. They all expressed that they felt scared and confused, and did not understand the system they were working with or how to go about getting information. They did not know how to get visits set up. Most parents had extensive travel to see their children and struggled with lack of resources or even transportation to the visits.

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

General licensing

Yolo County no longer performs the licensing functions of Foster Family Homes. This function has been performed by the California Department of Social Services (CDSS) Community Care Licensing Division since April 2005. Child Welfare Services continues to participate in recruitment and retention activities and is considering taking the licensing function back in house. If and when this function becomes a function of CWS we will develop a MOU with CDSS.

Recruitment and Retention

The Foster Parent Recruitment and Retention program, which was established through a grant from First 5Yolo to the Yolo County Children’s Alliance, is an effort to recruit and retain foster parents in Yolo County. In partnership with the Foster Kinship Care Education (FKCE) program, the Alliance is active in the community on raising the awareness about foster parenting and are providing the resources and support that families need in order to become foster parents. The goal is for more Yolo foster children to stay in Yolo County closer to their families, homes, schools and their local community.

For general foster care, one of the best ways for Yolo families to explore the possibility of fostering and to learn about licensing and what it’s really like to be a foster parent is through the Foster Kinship Care Education (FKCE) classes. Foster parents are required to complete the classes in order to become licensed but families are not required to become licensed after taking the classes. The classes are open to anyone interested in learning more about fostering. The mission of the FKCE is to provide quality education and training for foster and kinship care providers so that these providers can meet children’s educational, emotional, behavioral and developmental needs.

The Foster Care Task Force meets monthly to develop and review recruitment efforts. This team is comprised of representatives from the FKCE program, Child Welfare, the Foster Parent Association, and others. The Foster Care Task Force and FKCE have engaged in recruitment activities independent of the department. Their outreach efforts have included community human service organizations, faith community, and media articles in the local and UCD campus newspapers. One of the roles of the team is to identify and develop a list of local training needs. The FKCE website, <http://www.yolofostercare.com> provides information on classes and workshops as well as a 5 step guide to becoming a licensed foster care provider that includes the following information:

- Pre-Service Educational Series
- Background Clearance (also known as Live Scan)
- Current Pediatric CPR/ First Aid Certificates
- Pre-Licensing Home Evaluation and Interview
- Foster Care Application

The Department has routinely engaged in foster care recruitments. These efforts occur throughout the year and include the following:

- Participation at various community events such as the County Fair, special community events such as Health Fairs, and other countywide as well as City specific events, i.e. Farmers Markets.

Both the social workers and supervisors discussed in great detail the increase in kinship placements in Yolo County. Supervisors described the process for kinship placement and the increased level of engagement with extended family members and family finding efforts. Supervisors discussed the benefit of placing older youth with relatives or a non-related extended family member, such as a coach or a teacher, with whom they are already connected and as such more likely to have a successful placement with. Also, the supervisors added, there is more support and training to help caregivers have realistic expectations of the child. The supervisors clearly stated that since 2013 there has been a change in agency focus and a desire to help improve exits to permanency, and as such is revisiting life-long connections, looking for relatives, and even considering reopening reunification services with parents.

Social workers discussed the strengths of placements with extended family as they are often more accommodating for family visits, already have relationship with the child/youth. A few social workers mentioned that sometimes the kinship placement may not set firm boundaries with the biological parents and worry about the safety of the foster youth if they are seeing their parents more than ordered by the court. An additional challenge to kinship placements is belief on the part of the extended family that they are disloyal to the foster child's parents if they adopt, so they will only take placement during family reunification stages.

Social workers expressed a need for better documentation of all family finding efforts in CWS/CMS to ensure that all relatives are entered into system and no information is lost when moving from worker to worker.

The foster parent focus group discussed issues pertaining to recruitment and retention. Foster parents feel supported by Foster Parent group in being prepared and trained and provided ongoing support. They spoke very highly of the support program which provides gift cards to buy immediate need items for youth when they are placed in foster care. They also believe the support groups, foster family classes and activities to be invaluable to building support networks and learning how to deal with challenges.

Foster families have experience marked improvements in communication and support from the agency in the last several years and feel that they are moving towards a really strong

network for foster families. Foster parents report that it is difficult to maintain good communication with parents in the efforts of being supportive during transitions. For example, when a child is having visitation or transitioning home, foster parents would like to communicate with parents to help make the transitions better, rather than adversarial.

Social workers suggested more training for foster parents on fostering children and the challenges they may face.

Relative and NREFM Assessments

DESS has been diligent in implementing a formal process for conducting relative and non-relative extended family member (NREFM) assessments. The Relative Assessment social worker conducts the home assessments and provides all information to the assigned social worker, who makes the decision that placement in the home, is or is not appropriate for that particular child. The Relative/NREFM Assessment procedure was developed in 2004 and staff receives ongoing training as regulations change and the policy is updated. Additionally the pamphlet “A Guide to the Placement Process” for relatives and NREFM will also provide this population with information and answer questions and is updated as regulations change.

When considering out-of-home placement options, the first consideration is the home of relatives, assessing their suitability, prior relationship to the child (ren), possible long-term availability, and their ability to effectively engage in family reunification in order to facilitate parent-child relationships. Placement with relatives can take a substantial amount of time due to the assessment and background check process.

Probation finalized their Relative/Non-relative Extended Family Member Assessment protocol in 2010. At that time, all Juvenile Probation Officers were trained on the required procedures and at any given time, any PO may be required to complete said assessment. The protocol is updated on an ongoing basis. However, given the change in staffing, annual training for Probation staff needs to be implemented. The process is lengthy. Because of this, the Courts have ordered youth into a NREFM prior to assessment completion.

Placement Resources

In past years, DESS has struggled to find and retain licensed foster homes in Yolo County. The pool of licensed foster homes has remained about the same as what was reported in 2010 to the present eighty-five (85) homes. Even with this number of licensed foster homes

there continues to be a shortage of placement resources within the county as many homes may not have openings when needed. Foster homes that are available have begun declining placements citing their inability to comply with the courts rigorous visitation orders. Insufficient available licensed foster family homes within the county also contribute to placement out of county with Foster family Agencies (FFA's).

In our 2010 CSA it was noted that the pool of county licensed homes lacked racial and cultural appropriateness and diversity in its ability to meet the specific needs of Yolo County children, which contributed to the county's need to place out of county with available Foster Family Agencies (FFA's). Currently, 45.2% of Yolo children are Hispanic in origin according to KidsData.org, and there are only 6 Spanish speaking foster homes that could appropriately address Hispanic children's language needs. We haven't found this to be an issue as pre-school and school age children generally speak English and the available homes with Spanish speaking foster parents have been able to meet the needs of the younger children.

Yolo County Foster and Kinship Care Education (FKCE) diligently works to recruit and retain ethnically diverse families Yolo County Licensed Foster Homes. Their recruitment activities include a recruitment booth at the Yolo County Fair, Meet and Greet at the West Sacramento Library, All Kinds of Families The African American Family workshop series, held a Harvest Party, Holiday Party, Roller Skate Party, Relational Cultural Therapies class, Diversity Conference recruitment booth at the Woodland Community College, recruitment booth for West Sacramento Library Event, banners at West Sacramento off-ramp on freeway, at Costco, Davis, Winters, and West Sacramento Library Displays, Billboards in Woodland, Davis Movie Theatre Ads in Regal 5 Cinema, press releases in every newspaper in Yolo County- Davis Enterprise, Winters Express, and Woodland Daily Democrat, presentations at local churches such as the Baptist and Methodist Churches as well as presentations at local service organizations such as the Sunrise Rotary and Davis Soroptimist, and presentations at local PTA meetings. Additionally, FKCE created videos about fostering using an ethnically diverse and age diverse group of foster families. The videos were then posted to FKCE's website to aid with recruitment.

Consideration of the child's need to remain within their own immediate community, close to the school they attend, other family members, need to be placed with other siblings or

in close proximity to siblings are also influenced by “available” placement resources. In 2013 DESS entered into an agreement with Sacramento County Office of Education to access School Connect, a multi-leveled system for locating foster homes near a child’s school of origin to maintain their tie to their community.

Social work staff is conscientious in ensuring that sibling ties are maintained regardless of type of placement and county licensed foster parents are expected to promote sibling ties. The desire to maintain sibling groups together, in accordance with statutory requirements, is most often accommodated via FFA placements even though not all of the children may need the level of services provided by FFAs. In addition, specific populations such as teens are more difficult to place in foster homes, and often are placed in FFAs or group homes outside of Yolo County.

Yolo County’s resource for shelter/emergency placement is a network of county licensed foster homes that have made a commitment to accept protective custody placements or “prior placement disruptions” on short notice. Because of the number of available homes, their preference for specific ages, location of home etc., this system has inherent weaknesses.

There are currently no county licensed homes which accept placements made by Probation nor are there any recruitment efforts to target the youth served by Probation. Probation primarily utilizes residential/group homes or FFA resources. Probation is currently utilizing primarily wraparound placements.

In January 2008 Yolo County implemented SB 163 Wraparound Services for children and families with the first entries into the program in March 2008. Yolo County has 12 slots available via its contract with CommuniCare Health Centers, Inc. Referrals are accepted from the Child Welfare Services and Probation departments. To be eligible children must be at imminent risk of placement in a group home at Rate Classification Level (RCL) 12 or higher or be in a group home at RCL 12 or higher and able to step down to a less restrictive setting. The number of placements in group homes has decreased significantly due to the Wraparound program. In July 2010, we had 36 CWS youth in group home placements. CWS currently has only 7 youth in group homes. Probation is also utilizing Wraparound to serve youth that would previously have gone to group home placement. Most recently we are utilizing the program to its fullest extent and are finding that we have youth and families on a waiting list. We are

currently working with our contracted service provider to increase capacity within the existing budget set by DESS.

STAFF, CAREGIVER AND SERVICE PROVIDER TRAINING

Staff development for Yolo County Child Welfare social worker, supervisory, and support staff is a combination of internal and external training resources. Internal trainings include topics such as County orientations, accessing local resources and day- to-day department and division operations. Program mini-trainings or refresher trainings are provided by supervisors or others, often at division meetings.

The majority of CWS staff trainings occur via the Northern California Children and Family Services Training Academy (NTA). All new social workers attend the series of Core CWS Modules. A spreadsheet has been developed to track the completion of the mandated training for social workers to ensure all elements are completed within the first 2 years of employment as well as the continuing requirement for ongoing training. Examples of other trainings include: presentations by various service providers (both CWS contracted service providers and others in the community), two workers attended the Latino Social Worker conference in Chicago on Latino Practices and gave a presentation at an all staff meeting on what they had learned; another social worker attended an LGBTQ training in Denver, supervisors regularly attend Beyond the Bench conferences, as well as other training opportunities as they arise. Additionally, social workers attend CWS/CMS training. Priority is given to recent hires but continuing staff may be required to attend refresher courses or in situations when their primary assignment changes and a different skill set is required. All new supervisors attend the Supervisory Performance Management Module. Social work clerical support staff, Public Health Foster Care Nurses, and MSW Interns are included in training opportunities. Specialized trainings on Business Objects, Data Analysis, etc. are also utilized. The County offers online computer training in DESS' Computer Lab and includes training in Word, Excel, Access, PowerPoint, Outlook and other applications.

The Department recognizes the importance of a well- trained work force and strives to ensure that staff receives trainings which ensure they have current knowledge and skills in order to perform their duties. Management works closely with the Training Academy to identify specific training needs and create opportunities for increased skill development.

Per the focus group with social workers, they would like to see a more detailed training program for new workers or when staff receives new assignments. Several workers recommend delaying assigning caseloads until they get basic training, and then slowly increase case numbers with experience.

Biological parents, during their focus group, spoke about training needs for social workers. Several parents believe some of the social workers are “burned out” and supervisors should have more contact with them regarding how they are doing. Parents also felt social workers need ongoing training to support them being empathetic to clients and to help them understand the cycle of addiction and recovery, and cultural competency.

We have changed supervisory assignments and now have a .5 supervisor FTE dedicated to developing a training program to complement the NTA, and conducting in-house training on general topics and specific practices to help develop skills in new staff. The Department is pairing social workers with seasoned staff to support training opportunities in the field and is committed to gradually increase case numbers as staff gain experience.

Staff Training for Probation

All officer staff fully complies with legally mandated training requirements as monitored by the California Board of Corrections-Standards and Training for Corrections Division (STC). This includes, but is not limited to, an initial officer core course (minimum 174 hours of instruction in specific performance/instructional objectives) to be completed within the first year of employment; and, thereafter annual hours (40 hours). All courses are approved and certified by STC. Training well above the minimum required is secured both internally and externally depending on need and relevancy to the officer’s assignment. Probation staff attends other trainings offered through the Northern Academy or sponsored by the Foster and Kinship Care Education Program.

Training for Providers

Woodland Community College Foster and Kinship Care Education Program (FKCE), provides a series of Pre-Service Orientation classes for foster parents. Provider training through the FKCE program offers a wide array of classes throughout the year. There are two independent tracks, one for licensed foster parents and one for relative caregivers. This series is designed to address the individual needs of caregivers although relatives may also attend

either or both. All classes are open to the general public and professionals working within the county. On occasion, caregivers from other counties attend Yolo County trainings. In addition to the classes that are required for licensed foster parent, FKCE provides numerous other classes and training such as;

Kinship Orientation; Children come to live in relative care with emotional, social, physical, educational, and social concerns, along with developmental challenges associated with their early histories. This workshop will help caregivers find and utilize resources available to them and the children placed in their homes.

The FKCE has an extensive electronic distribution list which alerts groups and individuals to available training opportunities and other relevant resources. FKCE also has a large resource library consisting of books and videos that are loaned to caregivers upon request.

Yolo County Child Welfare staff provides training to the educational, faith-based, law enforcement and service provider communities, as requested.

Through several funding streams, CWS and Probation were able (and continues) to support provider training in Trauma Focused CBT. The goal was not only to train the service providers who serve our populations, but to also sustain this evidenced based effective treatment model. The teams continue to attend booster trainings and consultation calls with the national consultants in order to maintain efficacy. Data is also collected on all participants in order to measure outcomes.

Additional training regarding trauma informed care (TIC) and adverse childhood experiences (ACE) was also provided with the support of CWS and Probation through a positive youth justice collaborative. The ultimate goal of the collaborative is to become a TIC system. Providers throughout the county, community members, educators, health providers, and Probation and CWS staff attended the training and work of the collaborative continues. Additional training opportunities continue to be explored.

AGENCY COLLABORATION

In January 2014 the Yolo County Board of Supervisors approved the vision of an integrated Health and Human Services Agency (HHS), to include the Department of Health Services (Alcohol, Drug and Mental Health and Public Health) and the Department of Employment and Social Services. Since January, leadership across the three departments has

been working closely with the County Administrator to develop a comprehensive integration plan where four new branches will emerge, including: Adult & Aging; Child, Youth & Families; Community Health & Safety; and Service Centers. The planning process for the integration has begun and integration will be carried out in a series of 4 phases which is expected to take several years to fully accomplish. These new branches represent the population served by the branch (Adult and Aging, and Child, Youth and Family) or the type of service or location performing the service (Community Health and Service Centers). These groupings have been designed to achieve two objectives: assist clients to receiving needed services from one integrated service team or location; and, maximizing the population-based (whole community) expertise of community health efforts.

Yolo County's size lends itself to familiarity between public and private organizations, as well as the development of strong collaborative partnerships. Many of the human service providers interface with each other on a regular basis and are familiar with each other's programs and services. This coalition of providers has numerous opportunities to network, which has been the catalyst for program development. Service gaps have been identified and new or modified strategies have been implemented as a result.

DESS has formed many partnerships within the county. Examples of some of these collaborative and multidisciplinary teams are referenced in the section on Service Array.

Examples of others include:

- The Child Abuse Prevention Subcommittee of the Children's Alliance,
- The County Child Death Review Team,
- The Fetal, Infant Mortality Review Team,
- Multi-Disciplinary Interview Center (MDIC),
- School Attendance Review Boards (SARB's),
- Yolo Early Start (YES),
- Perinatal Mental Health Collaboration,
- Sexual Assault Response Team (SART),
- Girls Safety Net,
- LGBTQ Task Force,
- Higher Education Collaborative,
- Independent Living Program.

The County has a number of prevention partnerships which are referenced in the description of various programs elsewhere in this document.

The First 5 Yolo, Children and Families Commission partnership is but one example of a very dynamic resource which is dedicated to serving the needs of Yolo County's youngest residents. This agency funds a number of programs across the county as well as works to identify and raise awareness of the challenges and opportunities facing our increasingly diverse community of children, ages 0-5, and their families.

Collaboration and/or consultation with private doctors and medical staff at the University of California, Davis Medical Center is on an "as needed" basis.

CWS continues to have an agreement with the Yolo County Office of Education (YCOE) Foster Youth Advocate Program. This agreement allows the Department to upload data from CWS/CMS to the Foster Focus Database in order to maintain up-to-date education records for foster youth including schools attended, test scores, special education records and immunizations.

CWS entered into an agreement with the Sacramento County Office of Education in 2013 to access the School Connect web-based suite of tools to find appropriate placement opportunities for foster youth in their school of origin. The YCOE foster youth advocate program joins this partnership and pays for ½ of the cost of School Connect.

DESS and Probation staff has developed an excellent working relationship. Both Departments are active partners on a number of multi-disciplinary teams such as the Multi-Disciplinary Assessment and Referral Team (MDART) and SB163 Wraparound Services. Through Probation contacts social workers have learned about other resources such as Batterer Intervention/Anger Management Programs. CWS and Probation confer on an "as needed" basis regarding specific cases. We now have a number of agreements with Probation for joint responsibilities such as:

- Determining which status, wardship or dependency, best protects the interest of the child and society by submitting joint reports on WIC 241.1 cases.
- Providing suspected abuse and neglect investigation services for the Probation Department for children in foster care placement.
- Reporting expenditures and accounting for time for group home monthly visits conducted by Probation Officers.
- Dual Status protocol for those youth that fall under both the dependency and delinquency courts.

DESS has a number of similar agreements with other departments and organizations:

- Health Department to collaborate, enhance and strengthen services in a focused effort to improve healthcare for children in out-of-home placement and assist staff in providing more comprehensive and coordinated health services to this population. Two (2) Public Health Nurses are co-located in DESS.
- CDSS and DESS for adoption services
- Within the substance abuse treatment services community, DESS engages in extensive collaboration on individual cases regarding CWS client needs. There are numerous existing contracts with treatment providers to conduct drug testing, analysis and treatment services for CWS clients.

The faith community has also been included in DESS collaboration efforts. There is currently a program designated “Adopt a Social Worker” where local churches have adopted a social worker to be an additional support to staff, taking them to lunch monthly and checking in on them regularly. Additionally, the faith community works with that staff member to meet the needs of children and families.

DESS is not currently a member of the Local Workforce Investment Board (WIB), nor does any CWS youth serve on the Youth Council. The Independent Living Skills Program Coordinator is the primary link between CWS and WIB at this time.

Collaborative efforts in which the Probation Officer is involved include many of those listed above for DESS and include, but are not limited to:

- All school districts within the county;
- Other governmental entities within the county to include cities of West Sacramento, Davis and Woodland and to include law enforcement agencies therein;
- Sexual Assault and Domestic Violence Center of Yolo County;
- California Forensic Medical Group, Inc. relative to medical services provided within the juvenile detention facility.
- Yolo Truancy Abatement Committee
- Yolo Youth Opportunity Council
- Yolo County Safety Net (for CSEC youth)
- RED Community Collaborative
- Weekly case staffings held with CommuniCare, District Attorney, and Public Defender for high risk youth case review.

Remaining fully aware of, and having the ability to maximize during times of limited staffing, all the possible collaborative efforts are a constantly challenging and ongoing process. The size (relatively small) and structure of entities (open/receptive) within Yolo County is beneficial to the process.

Interaction with Local Tribes

Yolo County has one (1) federally recognized Indian tribe, the Yocha Dehe Wintun Nation located in the western part of the county in the Capay Valley. Child Welfare contacts with this Indian tribe are minimal. The tribe itself is small in numbers and has directly generated very little, if any, need for service from the Probation Department with respect to adult or juvenile offenders.

Attempts to have participation by Tribal leadership at the community stakeholder meetings held this year for input into this CSA were somewhat successful with one (1) participant from the tribe. DESS and Probation will continue to look for other opportunities to involve Tribal leadership over the coming year.

SERVICE ARRAY

Yolo County's strength lies in the collaborative domain of both professional relationships and the dedication of individuals within the public and private agency network. It is through numerous commitments and collaborative efforts that a wealth of services can be offered.

Many services are listed in detail on 2-1-1 Yolo, Get Connected, Get Answers, which is an information hub that contains programs and services available in our community. The website allows you to browse hundreds of health and human services online, see eligibility requirements, locations served and more. Examples of searchable topics are services for seniors, children, and information on support groups, food closets, and job assistance.

Services Offered

Services targeted to families at risk for entering, or in the CWS system can be accessed through the services referenced below. Many of the programs are no cost, have a sliding scale fee, are funded through PSSF, CAPIT or are a funded via CWS realignment funds. CWS has multiple contracts with service providers to meet the need for; drug treatment services (residential and out-patient), counseling, parenting education, supervised visitation services, in-home family skill building, and anger management education.

The following represents a snapshot of some of the public/private sector service entities that Yolo County utilizes in the course of designing service plans to help children safely and appropriately return to their families. These include early intervention, prevention and other

support services provided to high risk families which serve to strengthen family functioning, as well as provide support to adoptive families, legal guardians, foster parents and relatives. It also includes multi-disciplinary teams (MDTs) that are utilized to help to assess need and/or coordinate provision of services to children and parents.

- ALTA REGIONAL CENTER: provides counseling, placement services and respite services to youth and adults with developmental disabilities
- ALCOHOL, DRUG, and MENTAL HEALTH (ADMH): Children’s Mental Health System of Care services promote family stabilization through individualized treatment plans that include contracted EPSDT services for CBS/TBS and in-home wraparound services through a contracted provider. Children’s System of Care, also through a contracted provider, provides services to seriously emotionally and/or behaviorally disturbed children and their families pursuant to WIC 5850-5883 with the goals of reducing out of home placements, improving behaviors, and improving school attendance and performance.
- CALWORKS/CHILD WELFARE CROSSOVER/LINKAGES: The CalWORKs/Child Welfare Crossover Team has been operational for some time and is working with CWS clients receiving Family Maintenance services and families receiving Family Reunification services. The team consists of staff from each program area with mutual clients who jointly assess the parent’s needs, develop a mutual case service plan and deliver subsequent services. Clients are encouraged to participate in the case plan development process.
- CHILDREN’S ALLIANCE AND CHILD ABUSE PREVENTION COORDINATING COUNCIL: The Children's Alliance is an inter-agency collaborative, which functions as the Yolo County Child Abuse Prevention Council, coordinates efforts to prevent and reduce child abuse, provides recommendations for needed family support, convenes child and family advocates to solve community problems, and gathers and disseminates local information about the needs and the well-being of Yolo County families.
- COURT APPOINTED SPECIAL ADVOCATE PROGRAM (CASA): A nonprofit volunteer advocate program for children involved in the Yolo County Juvenile Court. In addition to serving as spokespersons for abused and neglected children in the dependency Juvenile

Court system, CASA also works with youthful offenders in the Juvenile Drug Court who are first time offenders.

- **COMMUNICARE HEALTH CENTERS:** Provides services at numerous clinic sites located throughout Yolo County, including primary care, dental care, outreach and health education, perinatal care, preventive health services, evidence based programming, and behavioral health treatment services. The Behavioral Health Services offer comprehensive drug treatment through a continuum of services including individual and group counseling for clients with opiate, methamphetamine, marijuana and other drug addictions. Substance abuse services include Outpatient Substance Abuse Recovery Program (OSARP), Dual Diagnosis Program, and Perinatal Day Treatment Program (PNDT) via PSSF funding. Additional evidence- based behavioral health services include Differential Response-Path 2 funded with PSSF/CAPIT, Functional Family Therapy funded with PSSF, Wraparound Services, Trauma Focused-CBT, Seeking Safety, and Thinking for a Change. Culturally appropriate services to meet the needs of bilingual/bicultural clients are available.
- **CHAPA DE INDIAN HEALTH PROGRAM, INC.:** A non-profit organization that primarily provides medical, dental, and behavioral health services to persons who reside in Placer, Nevada, Sierra and Yolo Counties.
- **CHILD CARE SERVICES RESOURCE & REFERRAL:** Operated by the City of Davis but serving all of Yolo County with the mission of supporting children, families, and the child care community by providing information, education, resources, and child care subsidies.
- **EMPOWER YOLO:** Formerly known as the Sexual Assault & Domestic Violence Center, Empower Yolo is dedicated to intervention, prevention, and elimination of domestic violence, sexual assault, stalking, human trafficking and child abuse. The range of services consists of support, advocacy, education, and shelter.
- **FIRST 5 YOLO:** The Commission is charged with the local implementation of the stated goals of Prop 10: to ensure children are learning and ready for school; families are strong and self-sufficient; children are healthy; and systems and services are integrated and accessible.

- **FOOD CLOSETS:** Each community has food and clothing resources to assist residents. Some resources are community specific and others provide resources county-wide.
- **FOSTER AND KINSHIP CARE EDUCATION PROGRAM:** The mission of Woodland Community College Foster and Kinship Care Education (FKCE) is to provide quality education and training for care providers of children and youth in out-of-home care so that these providers can meet the child's educational, emotional, behavioral and developmental needs.
- **FOSTER YOUTH SERVICES:** A grant administered by the County Office of Education to provide advocacy services to foster youth (DESS and Probation) residing in foster care.
- **FRIDAY NITE LIVE (FNL):** Friday Night Live builds partnerships for positive and healthy youth development which engage youth as active leaders and resources in their communities.
- **GRANDPARENTS RAISING GRANDCHILDREN:** Networking and support among relative caregivers who either formally or informally are the primary caregivers. Provide advocacy, financial support on a limited basis, respite services, educational outreach and assistance with legal issues of adoption, guardianship, etc.
- **HEAD START:** Home-based and community based services to promote early childhood development and school readiness.
- **MULTI-DISCIPLINARY ASSESSMENT AND REFERRAL TEAM (M-DART):** An interagency team consisting of DESS, Probation, Mental Health Children's System of Care and Parent Advocacy, Public Health, County Office of Education, whose goal is to review "high level" placement requests, other placement needs based on child's history and service needs, and youth transitioning from placement back into the community. This team will be the gatekeeper and referral committee for the Wraparound Services Program.
- **MULTI-DISCIPLINARY INTERVIEW CENTER (MDIC):** A countywide collaborative comprised of law enforcement, District Attorney, Child Welfare, Children's Mental Health, Probation, Health, and Victim Witness staff. The primary focus is on child sexual abuse victims and support/services for non-offending parent/caregiver, with the latter receiving services via the Sexual Assault Response Team (SART) advocates. The MDIC is expanding their focus to also include interviews for severe physical abuse.

- **PARENTING CLASSES:** Parenting classes are currently provided by numerous providers in accordance with Welfare & Institutions code section 16507.7.
- **PARENT-CHILD INTERACTION THERAPY (PCIT):** An evidence-based therapy model using a bug-in-the ear device to provide live coaching to parents/caretakers while they interact with the child. It is a method of treating families caring for younger children with severe behavioral problems to decrease child abuse/neglect, stabilize families and reduce problematic child behaviors.
- **PUBLIC HEALTH SERVICES:** Services cover a wide range including Public Health Nursing, Women, Infants, and Children (WIC), CHDP, California Children’s Services (CCS), Environmental Health, and Foster Care Nursing. All services focus on child well-being, child and family safety, and/or child and family health.
- **STEP BY STEP/PASO A PASO:** Program which is an intensive home visiting program for first time parents who are facing challenges or who are overburdened in some way. The program provides emotional and practical support to pregnant women and to families of newborns.
- **SUBSTANCE ABUSE TREATMENT SERVICES (Both residential and out-patient):** CWS has contracts with multiple vendors for both residential and out-patient substance abuse treatment services. Our contracted vendors include;
 - **CACHE CREEK LODGE, INC.:** Residential and outpatient substance abuse treatment and case management services.
 - **COMMUNITY RECOVERY RESOURCES:** Residential and outpatient substance abuse treatment and case management services.
 - **COMMUNICARE HEALTH CENTERS:** The Behavioral Health Services offer comprehensive drug treatment through a continuum of services including individual and group counseling for clients with opiate, methamphetamine, marijuana and other drug addictions. Substance abuse services are: Outpatient Substance Abuse Recovery Program (OSARP), Dual Diagnosis Program, and Perinatal Day Treatment Program.
 - **FOURTH & HOPE (FORMERLY YOLO WAYFARER CENTER):** Provides residential substance abuse treatment and case management services
 - **GATEWAY HOUSE:** Provides residential substance abuse treatment and case management services.
 - **THE EFFORT:** Provides residential substance abuse treatment and case management services.
 - **NEW LEAF COUNSELING SERVICE:** Provides residential substance abuse treatment and case management services.

- PROGRESS HOUSE: Provides residential substance abuse treatment and case management services.
 - RIVER CITY RECOVERY CENTER; Provides residential substance abuse treatment and case management services.
- TURNING POINT: With oversight and coordination by the County Mental Health Department, this agency offers Community Based Services (CBS) and Therapeutic Behavioral Services (TBS) for clients under the age of 21 who meet specific criteria and who have a need for high level behavioral intervention services within their home.
- WRAPAROUND SERVICES FOR CHILDREN: The program reduces higher level group home placements by providing intensive supports and services to the child and family to keep the child at home or in a lower level placement.
- WORKFORCE INVESTMENT ACT (WIA): The WIA program provides a broad array of services in three (3) separate categories. The WIA Adult Program serves individuals 18 years of age and older and provides assessment, training services, basic skills training, GED preparation, counseling and supportive services through the One-Stop Career Center. WIA Dislocated Worker Program targets eligible individuals who have been terminated or laid off from their last employment and are unlikely to return to their previous occupation, have been or will be terminated or laid off due to plant closure or substantial layoff, are displaced homemakers and self-employed individuals who are no longer employed due to general economic conditions in their community. WIA Youth Program services economically disadvantaged or disabled youth ages 14 years to 21 years who may be in foster care, homeless or run away, skill deficient, literacy skills deficient, school dropout, pregnant or parenting, etc.
- The YOLO COUNTY CHILDREN’S ALLIANCE (YCCA) and Child Abuse Prevention Council is a public/private partnership committed to improving the health and well-being of Yolo County children, youth, and their families. The forty-five (45) members of the Alliance represent Yolo County agencies, community based organizations, parents and other individuals who serve as advocates for children and youth. YCCA actively pursues multiple funding sources, working in collaboration with DESS, to develop prevention and early intervention strategies. The Step by Step/Paso a Paso program referenced above

is an excellent example of a collaborative effort on the part of First 5, YCCA and DESS to provide prevention services to specific Yolo County populations.

- The YOLO COUNTY CHILDREN AND FAMILIES COMMISSION (First 5, Yolo) has engaged in needs assessment, strategic planning, community education and outreach since its inception. It has been active in soliciting input from every geographic area of the county through community focus groups as well as survey tools. First 5 has funded a number of child abuse prevention efforts in the past few years, including Step by Step and foster care recruitment and retention efforts.
- The YOLO CRISIS NURSERY provides respite for children 0-5 years of age whose primary caregiver(s) is experiencing stress which could lead to child maltreatment. Contributing stress factors range from health related or domestic violence to homelessness and unemployment. The value of the Crisis Nursery is that it addresses child safety and well-being in a nurturing environment and provides or arranges for services for the caregiver in a non-threatening, non-judgmental way. Accessing the Crisis Nursery can be via self-referral or agency referred.
- YOLO FAMILY SERVICE AGENCY (YFSA): provides preventative and therapeutic mental health care to children and families. Their core services include professional counseling in both English and Spanish for children, families, couples and individuals coping with issues such as marital difficulties, parent/child conflict, depression, anxiety, the effects of trauma and abuse, and grief and loss.
- THE CENTER FOR FAMILIES (FORMERLY YOLO FAMILY RESOURCE CENTER): is a nonprofit agency whose mission is to engage families in accessing support and resources promoting health, stability and self-sufficiency, so that children thrive in and contribute to a strong community.

As referenced above, Yolo has a number of inter-agency services, all of which afford an opportunity to increase the identification of service strengths, identify gaps and facilitate increased coordination and case management of service delivery. Co-location of staff from ADMH's Crossover Mental Health services, YCCA, City of Davis Child Care and Public Health Nursing allows for timely informal consultations as well as more formalized staffing that occur on a regular basis.

Services to Native American Children

Yolo County has services available to eligible Native American children through the Chapa- De Indian Health Program. In some instances, Probation has accessed specialized substance abuse treatment through the clinic.

Chapa-De Indian Health Program, Inc is a community based and owned non-profit corporation that has been providing health care services to American Indians/Alaskan Native, Medi-Cal/Medicare recipients, medically indigent and other populations regardless of their ability to pay for over 28 years. The agency maintains and operates clinics in Auburn, Woodland and Grass Valley California. All three clinics are licensed by the California State Department of Health Services as community clinics. Chapa-De's extensive health care services include comprehensive primary medical care, dental and orthodontics, chiropractics, acupuncture, massage, behavioral health and substance abuse counseling, nutrition and health education, maternal/child health education, pharmacy, optometry, podiatry and Indian cultural activities.

Yolo County Child Welfare and Probation staff applies the special requirements of the Indian Child Welfare Act (ICWA) in accordance with requirements. The inquiry about Native American heritage in the early stages of the case and the complexities of the noticing process has become more comprehensive in recent years. Staff attends in-house and out-sourced training on ICWA in addition to periodic meetings with legal counsel. In addition to specific inquiries in new cases, continuing cases that have been in the CWS system for longer periods are periodically reviewed for possible earlier omissions.

Barriers to Services/ Unmet Needs: Frequently expressed barriers to services for families residing within Yolo County include: distance to resources in order to access services, lack of personal transportation, inconvenience of public transportation due to time schedules or single parent traveling with multiple young children, wait lists, capacity, or services lacking for both men and women. Historically, service organizations have oriented services toward women; however, the trend is for an increase in single parenting by fathers for which there are fewer services.

System barriers exist for children and/ or parents who reside outside of Yolo County but who are under the jurisdiction of the Yolo County Juvenile Court. Such barriers run the gamut

from availability of both personal and public transportation and length of time it takes to get back to Yolo County for parent-child visits and Court hearings to lack of medical, dental, or mental health services due to lack of local resources or medical coverage provider issues.

Wait lists for mental health services and limited EPSDT funds present barriers for children accessing services in a timely manner. Most recently there are wait lists for service slots in the Wraparound program. We are currently working with the contracted provider to open more service slots with additional EPSDT funds.

Many unmet needs are identified in the outcomes section and also include, but are not limited to: insufficient availability of substance abuse services; especially for Spanish speaking clients and father; mental health services for special populations; services for older children; parenting classes for other languages; and services in all geographic areas.

QUALITY ASSURANCE SYSTEM

Child Welfare

Yolo County Child Welfare utilizes several systems and practices to evaluate and ensure quality services to children and their families.

SafeMeasures is a Quality Improvement tool that gives managers, supervisors, and workers the most up-to-date performance indicators at agency, unit, and caseload levels. The tool gives supervisors and staff the ability to monitor workload and identify compliance issues. Some of the many functions include tracking compliance on; referrals and investigations, Structured Decision Making (SDM), case plan status, timely contact with children, parents, etc., Child and Family Services measures, and Transitional Independent Living Plans(TILP's).

Business Objects is another quality improvement tool that is used by the DESS analysts to create queries from the CWS/CMS data base. Some of these reports are on group home placements, kids turning 15 for transition to services related to older foster youth, AFCARS compliance and data clean up reports, and court report compliance.

The implementation of SafeMeasures and the continued use of Business Objects provide management and supervisors a tool to monitor social workers' timely compliance with caseload tasks, responsibilities, and mandates. Business Objects reports are run monthly or quarterly in a variety of areas to ensure staff is meeting state and federal mandates. The

CWS/CMS system also has features that enable social workers and/or supervisory staff to enter prompts to advise of pending and/or overdue tasks.

DESS supervisors engage in a wide range of case reviews, including social worker services provided in cases, the timeliness and scope of services, as well as a detailed review of court reports and case plans and the required supervisory sign-off on reports and case plans. First line supervisors also review and analyze reports for trends and discuss trends and other case-related information with staff, and develop and implement enhanced training with staff individually and/or collectively as needed. Supervisors and social workers receive continuous child welfare training through the Northern California Training Academy and CalSWEC, to ensure they have the practice and skill knowledge that supports quality services. DESS has a senior analyst and an administrative analyst that monitor contract encumbrances and expenditures and performance outcome measures which are provided electronically monthly, quarterly or bi-annually, and produce various reports due to California Department of Social Services (CDSS). These analysts are also responsible for the Child and Family Service Review process and other quality improvement processes as well as acting as Review Agent for Child Abuse Central Index listing hearings. As new programs or mandates are implemented, the DESS analysts develop policies/procedures to inform staff of changes.

At the management, supervisory and analyst level DESS reviews the quarterly data reports provided by U.C. Berkeley Center for Social Services Research: CWS/CMS Dynamic Report System. Currently, California Department of Social Services (CDSS) holds quarterly in-person meetings or phone calls with the DESS Analyst, Manager and all the CWS supervisors.

Probation

The Welfare & Institutions Code, Division 31, and Title IVE dictate general timeframe and task requirements of the Probation Officer. Major juvenile funding streams such as JJCPA and YOBG (and initiatives such as RED) maintain extensive reporting requirements to ensure goals and objectives for serving youth is achieved. Internally, department protocols detail case management requirements (including contacts), case processing, assessment and reassessment requirements, and case planning requirements. It is the responsibility of the Supervisor to ensure the PO is in compliance with these requirements by conducting case note, file and desk audits. The Supervisor must monitor trends, conduct case staffings, and track referrals for

service. All written Court documents, referrals for services, intake investigations, IVE determination, detention decisions, assessment and case planning recommendations must be reviewed and approved by the Supervisor.

In regards to placement cases, legal oversight, intensive case management by the Probation Placement Officer, direct supervision by the Probation Placement Supervisor, and advanced training in the area of foster care youth, are the primary systems and practices that are used to evaluate and ensure the quality of care and services for Probation youth and their families.

An internal team of representatives from the Probation Department, management and supervisory level screens all pre-placement referrals. When the Probation Officer believes that a particular case warrants removal from the community and an out-of-home placement recommendation before the Court, the case is presented in front of the team. The team reviews case history, offense circumstances, community impact, risk/needs assessments (minor and family), case plans goals and objectives, prior interventions, available community based services and other relevant information in developing a case disposition.

The Probation Department utilizes an inter-departmental Pre-Placement Screening committee to assist in determining if a youth is appropriate for out of home placement or SB 163 Wraparound Services. For youth requiring a higher level of care (13/14), or families referred for wraparound services, all cases must be reviewed by the Multi-Disciplinary Assessment and Review Team (MDART). The MDART committee is comprised of supervisors/managers from ADMH, DESS, Public Health, Child Welfare, YCOE and Probation. Comprehensive and continuing education and training are essential to ensuring the quality of care for youth in placement. Networking and collaboration are also crucial in making certain youth receive appropriate care while in out of home placement. The Northern California Placement Committee meets monthly in Sacramento and is comprised of Placement Officers and Placement Supervisors working in the Northern California Region. Other members include: county/state CWS workers; county/state mental health workers; Community Care Licensing; and out-of-state licensing.

The Probation Advisory Committee meets approximately every 6 weeks in Davis, and is sponsored by the Northern California Training Academy. Members consist of Probation

Supervisors, Probation Managers, and Probation Directors from across the state. Other members include: county/state CWS workers; county/state mental health workers; Community Care Licensing; and out-of-state licensing.

The Probation case management system is currently being rebuilt. Once completed, the system will be able to monitor case management activities for all youth using date and timeframes as the trigger. Both Probation Officers and Supervisors will receive alerts for upcoming activities. Reports will also be generated. A separate module will track referrals for service, participation, and measure outcome.

ICWA Compliance

DESS and Probation staff applies the special requirements of The Indian Child Welfare Act (ICWA) in accordance with requirements. Social workers consistently inquire as to whether or not children who are at risk of entering foster care are a member of a federally recognized Indian tribe or may be an eligible member of a tribe. In accordance with the W&I Code, parents are required to complete a form which specifically asks if the child may be Indian or have Indian ancestors. If the response is yes, a second form is completed by the social worker and sent to the noted tribe or the Bureau of Indian Affairs (BIA). DESS has a clerical staff person assigned to ICWA notices to ensure they are issued in a timely manner and go to the appropriate tribe and the Bureau of Indian Affairs (BIA). The social worker maintains ICWA documentation in the case file, and when a tribe has responded, will work collaboratively with the tribe regarding placement and permanency planning.

They inquiry about Native American heritage in the early stages of the case and the complexities of the noticing process has become more comprehensive in recent years. DESS staff attends in-house and out-sourced training on ICWA in addition to periodic meetings with legal counsel. In addition to specific inquiries in new cases, continuing cases that have been in the CWS system for longer periods are periodically reviewed for possible earlier omissions.

Mental Health Needs

DESS has a Multi-Disciplinary Assessment and Review Team (MDART) comprised of Yolo County Representatives from Alcohol, Drug and Mental Health, Education; Probation; Health and Employment and Social Services who meet weekly to review higher level placements into group homes at the time of placement and every six (6) months to ensure the placement is

appropriate and meeting the needs of the child. Additionally, the team reviews the mental health needs of these children in placement. The mission is to promote and facilitate inter-agency communication and cooperation in providing services to at-risk youth and their families, so that the participating agencies ensure that all possible resources are explored and utilized; and to coordinate and assist in developing service plans that have joint goals and objectives.

ADMH monitors and/or prescribes psychotropic medications for CWS dependents as ordered by the Court. A manager from the ADMH Department presents periodic training on how and when to refer to Therapeutic Behavioral Services (TBS) and Community Based Services (CBS) and manages referrals to both CBS and TBS and waitlists for those services.

Social workers utilize SDM to assess the needs of children and families and refer them to the appropriate services. During the initial investigative processes, as much information as possible is obtained regarding the child's functioning, medications, school location, grade level, performance, and special needs. The social worker conducts inquiries via parent, other relatives if known, collateral agencies, such as Public Health, Mental Health, local hospitals, and/or schools to secure comprehensive information. The acquisition of necessary background information may indicate the need for referrals for more in-depth assessments beyond the initial child welfare assessment. Foster care Public Health Nurses research past medical history and make CHDP referrals as appropriate.

Child Welfare supervisors are responsible for case reviews that determine compliance with child and family involvement in the case planning process. While DESS does not have a formal policy or procedure for documenting and monitoring compliance with child and family involvement in the case planning process it is the expectation that each Social Worker will involve the parents and the child if age appropriate. DESS is implementing a more formal Continuous Quality Improvement (CQI) process in 2015.

In June 2006 DESS developed a policy and procedure regarding concurrent planning. All Social Workers have a copy of this policy in their CWS Handbooks. Additionally, concurrent planning is supported by CDSS Adoptions staff as a component of the MOU that exists between the agencies.

DESS does not have a formal policy or procedure on meeting termination of parental rights (TPR) timelines and documentation but it is addressed in the Concurrent

Planning/Adoption policy. Staff meets with CDSS Adoptions staff on a monthly basis to staff cases as they progress.

DESS developed a Transitional Independent Living Plan (TILP) procedure in March 2010. The analysts run a business objects report monthly to identify foster youth aged 15 ½ to 16 in order for Social Workers to complete the TILP with the youth. This procedure was provided to Probation staff as well.

Yolo County is not a Family to Family county and is not participating in the Self Evaluation component of the initiative. Child Welfare Services utilizes the quarterly data reports to assess performance in the key outcome areas of safety, permanence, and well-being.

Probation

Legal oversight, intensive case management by the Probation Placement Officer, direct supervision by the Probation Placement Supervisor, and advanced training in the area of foster care youth, are the primary systems and practices that are used to evaluate and ensure the quality of care and services for Probation youth and their families.

An internal team of representatives from the Probation Department, management and supervisory level screens all pre-placement referrals. When the Probation Officer believes that a particular case warrants removal from the community and an out-of-home placement recommendation before the Court, the case is presented in front of the team. The team reviews case history, offense circumstances, community impact, risk/needs assessments (minor and family), case plans goals and objectives, prior interventions, available community based services and other relevant information in developing a case disposition.

The Probation Department utilizes an inter-departmental Pre-Placement Screening committee to assist in determining if a youth is appropriate for out of home placement or SB 163 Wraparound Services. For youth requiring a higher level of care (13/14), or families referred for wraparound services, all cases must be reviewed by the Multi-Disciplinary Assessment and Review Team (MDART). The MDART committee is comprised of supervisors/managers from ADMH, DESS, Public Health, Child Welfare, YCOE and Probation.

Case Plans and case management are driven by a comprehensive Risk and Needs Assessment. The Positive Achievement Change Tool Assessment (PACT) and Case Management System is a comprehensive assessment and case management process that addresses both

criminogenic needs and protective factors, from the moment a youth enters the system to the moment they exit. By outlining the most effective way to work with our youth, while providing efficiencies for staff and programs, we allow for the youth's time in our care to be used as effectively as possible, and in turn, allow for a more successful effect in reducing their risk to re-offend and reunifying them with their family.

Comprehensive and continuing education and training are essential to ensuring the quality of care for youth in placement. Networking and collaboration are also crucial in making certain youth receive appropriate care while in out of home placement. The Northern California Placement Committee meets monthly in Sacramento and is comprised of Placement Officers and Placement Supervisors working in the Northern California Region. Other members include: county/state CWS workers; county/state mental health workers; Community Care Licensing; and out-of-state licensing.

The Probation Advisory Committee meets approximately every 6 weeks in Davis, and is sponsored by the Northern California Training Academy. Members consist of Probation Supervisors, Probation Managers, and Probation Directors from across the state. Other members include: county/state CWS workers; county/state mental health workers; Community Care Licensing; and out-of-state licensing.

CAPIT/CBCAP/PSSF

Program Oversight/Monitoring: County policy requires each supervising department to conduct compliance monitoring, evaluation, and technical assistance site visits for each subcontractor. DESS monitors each subcontractor's performance against the established goals of the CAPIT/CBCAP/PSSF grant programs. This monitoring is accomplished by either the analysts assigned to that division with expertise in Child Welfare Services or to fiscal staff.

Monitoring includes the following:

- Periodic desk audits of documentation of costs and services submitted by the community-based organization (CBO).
- Survey of internal controls used by the CBO through questionnaire.
- Periodic site visits to review accounting and service records and internal controls.
- Formal program evaluation by program specialists.

Responsibility for oversight of the contracted services is shared between the CWS Division and the Fiscal Management Division of DESS. DESS analysts and supervisors hold

monthly meetings with most service providers to review the number and progress of clients that are referred for services, address any concerns that may be brought forward by staff or clients, any strengths or needs the sub-contractor may have, any modifications to the program and/or contract that may be needed and contract encumbrances and expenditures. If concerns are identified, the service provider is informed and a plan for correction is developed. Depending upon the nature of the concern, the plan could consist of a notification of the concern with follow up site visit to a detailed formal corrective action plan with required changes and timelines to meet.

In the past the Board of Supervisors provided oversight for the CBCAP and Children's Trust Funds incorporated in the Children's Alliance (YCCA) annual budget. A member of the Board of Supervisors is the chairperson for the Children's Alliance executive board and policy council. Additionally, each Board of Supervisor appoints a community member to the policy council and one of these 5 members serves on the executive board. In fiscal year 2014-15 DESS developed an agreement with YCCA to outline duties, goals and performance measures associated with receipt of the funds mentioned above.

Evaluating Subcontractor Programs

The County evaluates the effectiveness and efficiency of the subcontractor's program based on the following:

- A determination of what is and is not working in the individual programs.
- How the availability of the prevention program services is communicated to the community and how those services benefit individuals in the community.
- A determination of the program's strengths and weaknesses.
- Funding accountability.

The outcome accountability process for contracted services is defined in the RFP and must be documented in the applicant's proposal for community-based services. County demographics and needs are considered in development of the RFP and geographic/demographic needs are outlined in the RFP. The county monitors these goals in its evaluation of the subcontractor's performance. Any inconsistencies or irregularities are followed up by a phone call and email with the service providers. A corrective action plan may be developed for issues out of compliance.

Probation and DESS works closely with each service provider; gathers feedback from staff that interacts with the service providers as well as gathering feedback from clients who access these services. Providers are required to submit progress reports and discuss client progress with social workers.

Each program funded by CAPIT/CBCAP/PSSF funds is required to develop short-term, intermediate, and long-term outcomes for the program. We require the service provider to submit quarterly performance measure reports to gauge progress towards meeting each of these outcomes. All reporting is done electronically.

Critical Incident Review Process

CWS supervisors and the division manager review each critical incident of fatality or near fatality as outlined in the Child Critical Incident Policy which was developed in 2005 and then revised in February 2010. Additionally, staff from CWS attends the Child Death Review Team meetings.

National Resource Center (NRC) Training and Technical Assistance

The Northern California Training Academy – University of California Davis provides social worker training, education, and evidence based practices for staff at CWS. As part of the Center for Human Services at UC Davis Extension, the Resource Center for Family-Focused Practice serves the multidisciplinary human services needs of organizations with an emphasis on family-centered practice. In partnership with the California Department of Social Services, the Resource Center provides research, custom and standardized training, technical support, symposia and support services with the goal of integrating practice approaches to improve outcomes for children and families.

Peer Review Results

FOCUS AREA AND METHODOLOGY

A Peer Review was conducted in Davis, California, on October 14 through 16, 2014. Child welfare social workers from Humboldt, Madera, Shasta, San Luis Obispo, Sutter and Yuba Counties and probation officers Santa Clara, Sonoma, and Kern Counties participated as peer reviewers.

The Peer Review process is used in California as an avenue for each county's child welfare and probation to conduct an in-depth qualitative analysis on one specific focus area, or outcome measure. This process requires both agencies to conduct a quantitative analysis of each state report outcome measure and, in partnership with the California Department of Social Services, select the outcome measure which requires a closer look. Yolo County Child Welfare selected Exits to Permanency, specifically Measure C3.1; and Yolo County Probation selected Re-entry Following Reunification, Measure C 1.4. For the in-depth quantitative analysis of both of these measures, please see the subsequent section titled *Outcome Data Measures*. Peer counties were selected to conduct the review based on a review of data statewide showing counties which consistently perform well on the selected outcome measures.

The Peer Review opened on the morning of October 14, 2014 with introductions and a training which included an overview of the C-CFSR, a description of Yolo County, identification of the outcomes which would be the focus of the review, and a discussion of County performance and progress on these outcomes. Participating were California Department of Social Services consultants, Northern Training Academy staff (facilitators for the review), and child welfare and probation staff and administrators. The presentation was followed by training on the interview process and tools for the peer reviewers.

During the two-day review, a total of fifteen (15) interview sessions were conducted; eleven of which were child welfare cases and four were probation. Cases were selected which the peer review planning team believed would elucidate both strengths and challenges existing in the system which contribute to the county performance on the appropriate outcome measure.

The California Department of Social Services provided standardized tools for use during the Peer Review which was based on a review of the literature for best practices relating to each focus area.

Once the cases were identified, social workers and probation officers who were the primary practitioners on the case were notified and given the appropriate interview tool to review so they could prepare. A total of seven (7) social workers and one (1) probation officer were interviewed; it is important to note that Yolo Probation has two placement officers, one of which is on extended leave from work.

Following the completion of interviews peers were provided time to debrief, during which they analyzed the interview information to identify common themes regarding strengths and challenges of the Yolo County child welfare and probation system. They were also asked to provide recommendations for improvement.

SUMMARY OF FINDINGS

In the course of their individual case review and debrief, peer reviewers were asked to identify and assess promising practices, barriers/challenges and to make recommendations for improvement and share promising practices from their own counties.

Child Welfare Services

The challenge of using a Peer Review to assess social work practice on a measure such as Exits to Permanency is that the cases under review may not accurately represent current practice. For example, one case selected for review entailed a child who entered the foster care system seven years ago. In this case family finding did not occur, and attempts to engage the family in case planning was minimal. It would be inaccurate to describe this as a current challenge for Yolo County, as both of these best practices are now being implemented. The data below attempts to show some of these nuances and call attention to these disparities. The caveat that must be considered, however, is that, in continuing to use the example of family finding, it was discovered that Yolo County has not taken family finding into these older cases. It is therefore a recommendation listed below that Yolo County begin family finding efforts for foster children and youth who are currently in permanency status, and without a permanent connection, which has already begun.

Strengths

Peer reviewers identified several best practices utilized by Yolo County child welfare which successfully impacts Exits to Permanency, both systemically and individually.

- Peers found social workers to be passionate about and dedicated to their work. They are strength based and strive to provide the best plans and services for youth as possible. Social workers attempt to involve the youth in case planning and decisions regarding their placement and services. In addition, peers noted that social workers seemingly attempt to and use age appropriate language when communicating with children.
- Concurrent planning appears to occur consistently in Yolo County, with the exception that at times there is a delay in starting the formal concurrent plan, especially if the social worker believes the biological parents will reunify. In line with concurrent planning are family finding efforts, which while not as rampantly used several years ago, was utilized at times. It appears, even in the long term placements, social workers strive to maintain family connections between youth and extended family members. Peer reviewers found that social workers gave youth opportunities to maintain connections with their siblings, supportive adults and relatives following adoption.
- Another strength in this regards is the amount of visits held between foster children and their biological parents and extended family members. While this is also listed as a challenge in the following section, as the amount of visits required presents unique challenges, the dedication to maintain family connections between children and their family members is admirable. When face to face visits with family members aren't possible social workers will facilitate letters and other forms of communication. Social workers appear to make concerted efforts to place with siblings whenever possible, and in the circumstances when this isn't possible social workers ensure the siblings visit and have regular contact.
- As noted in the subsequent section, a challenge for Yolo County Child Welfare clients has been multiple social workers assigned to their case. However, a strength is that as a result of this systemic issue, Yolo County leadership has implemented protocol for the transfer of cases between social workers which includes joint meetings between the new and old social worker and clients, in addition to meetings between the new and old

social worker to properly review cases that are being transferred. In the same vein, it was found that the majority of contacts with children were made in their placement, rather than their home.

- Social workers report a complex relationship with the court, one in which they feel as if their recommendations are often supported; however, the court tends to support vigorously the continuation of reunification services, often against the recommendation of child welfare and after the state mandated timelines have passed. This support for reunification services requires court continuances and delayed timeframes. In addition, the court is very supportive of frequent and regular visits between foster children and their family members; however, often requires more visits than social workers recommend. Both of these issues are discussed in more detail in the following section. What is a tremendous strength for Yolo County is the passion, dedication and very strength based perspective the court maintains. The court supports transitional age youth and is supportive of family members.
- Social workers report that families and youth are regularly consulted with during their development and update of case plans. Indeed foster youth who have not yet achieved permanency are part of the decision making process in regards to their next placement; even so far as doing pre-placement visits with potential foster parents and the like. Child welfare calls regular team decision making meetings with youth, families, attorneys, and other service providers utilizing Safety Organized Practice (SOP) as a framework. The use of SOP to engage families and help make difficult decisions was recognized as a best practice contributing to placement stability and strong permanency planning. It was noted that social workers educated youth and families about the permanency planning process, adoption, guardianship, and other permanency options, which also includes clear and direct communication with biological parents regarding reunification and potential termination of parental rights.
- Social workers report using appropriate assessment tools for mental health, behavioral health, medical and dental needs. Assessments appear to be timely and access to services is good. Yolo County social workers also report great relationships with school foster youth service staff and Court Appointed Special Advocates. Social workers spoke

highly of the quality of the Yolo County ILP program and Transitional Age Youth program, both of which offer individualized services.

- Structured Decision Making appears to be utilized during decision making points in the case review process.

Challenges

Peer reviewers identified specific challenges Yolo County Child Welfare faces which may increase the likelihood of extended foster care stays, and/or exacerbate the situation once children become a “long term” foster youth.

- Yolo County has made significant strides to reduce the number of social workers assigned to each case; however, clients continue to experience changes in social workers as a result of staff turnover or the creation of new positions. In addition, while again, greatly improved, in the past five years social workers have struggled with high case load sizes, which they reported during the Peer Review as negatively impacting their ability to provide best practice services to clients.
- Again, while Yolo County has seen a recent increase over the past two years of 1400 percent in kinship placements, youth who entered care more than two years ago may not have the same connections to family members as the youth who enter today. Kinship placements were not commonplace during the time that many of the youth entered whose cases were reviewed during this Peer Review, and as such, they are less likely to have family connections. Social workers mentioned that there was limited documentation regarding denial of relative placements and inconsistent visitation practices were also noted. In several cases, efforts to maintain family connections ceased once relative placements were made with another family member. For example, in one case in particular, the foster child was placed with maternal grandparents at which point communication with the paternal grandparents ceased. However, it also seemed to Peer Reviewers that social workers in general didn’t place the same value on finding paternal family members as they did maternal family members. Additionally, social workers reported that continued efforts to engage with or find the family members of these long term foster children have also ceased.

- Yolo County seems to have underutilized family engagement potentials for the cases under review.
- Children whose cases were reviewed tended to have had multiple placement changes, for the myriad of reasons that typically result in failed placements; ill or poorly equipped foster parents in handling the behavior issues often seen in teenage foster youth, substance abuse and/or drug abuse on the part of the youth, kinship placements that struggle due to family situations and complexities and the like. It was also noted that there may not be many options for cultural matching options; and a general lack of placement options in general.
- Reviewers observed that referrals to adoptions were often not completed within the first six months, further delaying the concurrent planning process.
- The relationship with the court was noted in the previous section as being both a strength and a challenge. It was noted that although the court is supportive, there are significant delays and continuances. A very real impact of these continuances is that, in the cases where reunification does not occur, adoption is actually hindered. During the delays the concurrent plan runs the risk of falling apart; foster parents may get leery of the waiting, and families are stressed by the uncertainty as are the foster children themselves.
- Inconsistent use of case transfer procedures was another barrier identified, presenting issues with transitions between workers and limiting the new social worker's understanding of case history. Social workers identified that they believed in the current protocol for transferring cases; however, they also mentioned that when their case loads are high and time is short, this practice is often dismissed because of the complex scheduling and lack of time. In addition, it is not clear if all monthly visits between workers and youth consistently took place.
- Exits to permanency is also impacted in Yolo County by the array of care providers. Social workers report a lack of diversity amongst caregivers, in particular caregivers who are prepared to care for older foster children and especially those with behavioral or mental health issues. Additionally, some caregivers lack transportation to ensure youth get to appropriate services such as counseling and other appointments.

- Social workers also reported that at the time the foster children whose cases were reviewed during this Peer Review entered care, mental health screenings were inconsistent unless symptoms were obvious. Social workers also mentioned that the process to secure a higher level of care is often lengthy and causes a barrier to getting youth placed in appropriate placements in a timely manner. A lack of therapists who understand the system and childhood trauma was identified as a gap in services for youth and families, as well as limited aftercare services, particularly for younger children. In addition, peer reviewers noted that Yolo County did not regularly conduct joint meetings between service providers and the family to discuss case progress.

Recommendations

Peer reviewers were asked to make recommendations to improve outcomes for child welfare regarding exits to permanency. Recommendations identified during the peer review for CWS included:

- Consistent use of front and back end family finding and thorough documentation of results. Begin family finding efforts immediately and continue them throughout the life of the case.
- Consistent documentation of relative home assessment results.
- Utilization of cultural / child specific matching, and early identification of relatives to make the best possible placement that will meet the needs of the child.
- Faster relative approval process and more flexibility for initial visitation / contact with relatives.
- Use of consistent case transfer process (Social Workers expressed the desire to follow the process, but need additional support to make it happen).
- Evaluation of current structure of caseload functions to explore ways to reduce number of social workers assigned over the life of a case.
- Consistent use of progressive visitation and provision of training for the court regarding importance of progressive visitation.
- Early referral / connection to adoption to ensure timely and efficient concurrent plans; completion of adoptive home study at the time of licensing; consistent post-adoptive follow-up and support.

- Training for social workers regarding concurrent planning strategies, when and how to plan, how to talk to very young children about adoption / concurrent planning, etc.
- Training for social workers around trauma and loss issues; how to support and engage youth; how to facilitate connections to supportive adults.
- Increased support for relative placements at the beginning of the case; preparing relatives for placement issues, managing difficult behaviors, educating them about the concurrent planning process, etc.
- Consistent use of team meetings with youth, caregivers, service providers and family / supportive adults for effective case planning.
- Provision of on-the-job training, job shadowing, and coaching for social workers, especially when workers change units and/or job functions.
- Recruitment of more diverse foster homes, homes willing to care for teens.
- Educating the court on potential barriers created by continuances / contested hearings.
- Keeping social workers on cases longer (less transition for youth/families), allowing social workers to have specialized caseloads such as only PP or FR.
- Adopting a streamlined process for youth to be assessed for a higher level of care when necessary.
- Lower and more manageable caseloads for social workers was recommended as a strategy to improve rates of permanency as social workers would have more time to locate and support adoptive placements and ensure their continued stability and successes; more time to establish and grow connections for the child including post-adoptive contact with relatives.

Probation

Peer reviewers identified several best practices for probation impacting re-entry rates, including the use of pre-placement visits, the probation officer's knowledge of their job and community resources, minimal to no PO changes, family and youth engagement practices and consistent use of effective case transfer procedures (proper intro or "hand off" between placement officer and field officer). Reviewers noted that the probation officer engaged youth in the development of case plans, identified the needs/strengths of youth and conducted regular assessments to monitor progress. Visits were conducted regularly and youth and

parents were provided with transportation assistance when needed. Attempts were made to place youth in the least restrictive setting and no re-entry occurred in the cases reviewed. POs were involved and active in their cases, maintained close contact/communication with the youth, parent, care provider, and service providers and helped youth maintain family and other supportive connections. POs facilitated family team decision making meetings, identified as a best practice to coordinate safety planning, crisis services, Wraparound, 90 day transition plans and other appropriate aftercare transition services according to the youth/family needs.

Another positive trend identified by reviewers was that POs researched and advocated for services and appropriate placements that could meet the needs of the youth both in and outside of the county. Every effort was made to ensure that school placement and other necessary aftercare services were in place prior to a youth returning home. POs advocated for families and relative care providers in court and the court was supportive in reinforcing the authority of the relative care providers. The PO was respectful of the youth's wishes even when they were not in agreement.

Peer reviewers identified specific challenges for probation, including the court not agreeing with PO recommendations, lack of group home placements in the County, minimal aftercare services available to families once they reached the maximum 300 treatment hours, youth's lack of buy-in / engagement in services and limited resources for specific placement needs. The lack of bilingual Spanish therapists poses a barrier to treatment for Spanish speaking families. Another particular challenge identified was the POs inability to enroll a youth into regular High School upon return home due to school district only having bi-yearly expulsion hearings.

Family and environmental issues pose challenges for youth, including the family not being completely honest with issues, transportation issues impacting the family's ability to attend visits and counseling, lack of a father figure in the home, lack of family following through with treatment plan (or not being consistent), family's promotion of child's negative behavior, gang and substance abuse in community, lack of peer connections, etc. Local parenting classes to teach parenting skills was identified as a gap in services.

Peer reviewers were asked to make recommendations to improve outcomes for Probation regarding re-entry. Recommendations identified during the peer review for Probation included:

- Coordination/education with court and schools regarding best practices
- Ensure aftercare services are in place prior to youth returning home; Explore ways to maximize aftercare services, as it was noted that aftercare for families following reunification does not last long enough and at times leads to instability (often limited by lack of sufficient treatment hours beyond 300 hours).
- Ensure collaborative transition safety plans with service providers and POs.
- Adopt policies that recommend greater involvement of the juvenile court in reinforcing the importance of parent participation in services to prepare for the youth's return from placement.
- Training for POs on gang culture, how to re-engage youth back into their environment with supports (safety planning before and during aftercare), engaging youth in treatment (increase youth buy-in), facilitating connections to supportive adults and engaging parents to support the youth's treatment plans.
- Educating the courts regarding recommendations of PO based on evidence based assessments and importance of maintaining family connections while youth are in placement.
- Ensure consistent and progressive visitation procedures.
- Ensure consistent case transfer procedures.

Outcome Data Measures

The child welfare and probation data presented in this section has been culled from the California Child Welfare Indicators Project (CCWIP) website, which relies on the Child Welfare System/Case Management System October 2014, quarter two extract. It is important to note that each point in the set represents a one-year period and while data from CCWIP is typically reported in "rolling quarters," it is being presented as annual data for clarity. It should also be noted that annual data should not imply compliance nor non-compliance for all four quarters of any given year, but rather as a composite of all cases during that year.

Methodology:

<http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=CDSS2B>

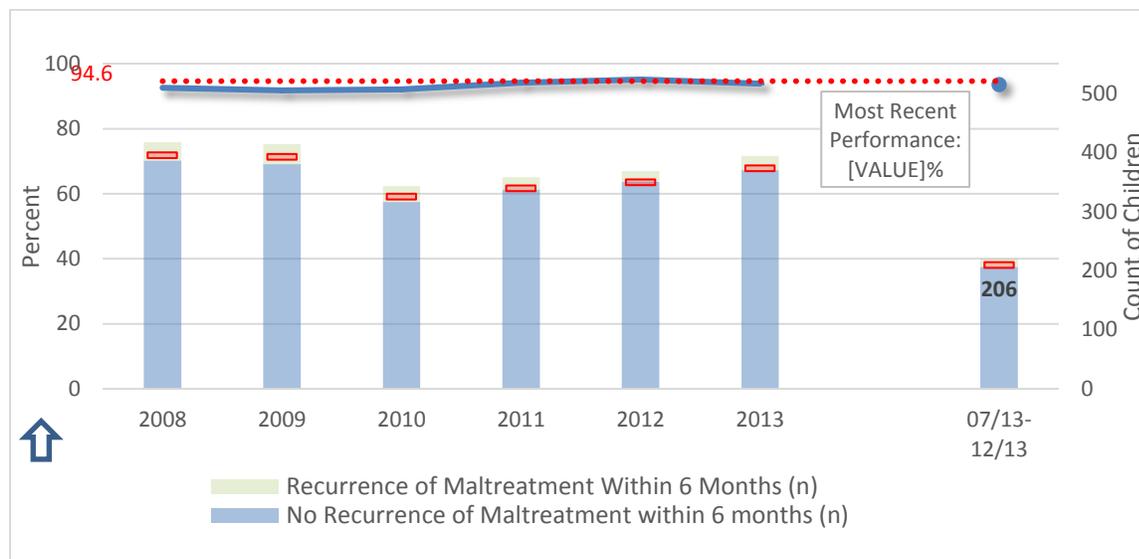
Data Source: CWS/CMS 2014 Quarter 2 Extract http://cssr.berkeley.edu/ucb_childwelfare/CDSS

CHILD WELFARE DATA

S1.1 NO RECURRENCE OF MALTREATMENT (FEDERAL STANDARD $\geq 94.6\%$)

Measure: Of all children who were victims of a substantiated maltreatment allegation within a specified six-month period, what percentage were not victims of another substantiated allegation within the next six-month period?

Methodology: Only allegations with a disposition are included. Follow-up substantiated allegations must be at least two days after the first one to be counted. Allegations of “at risk, sibling abused” and “substantial risk” are excluded.



ANALYSIS

The arrow at the bottom left-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data reflects that Yolo County’s performance on this Measure has steadily improved over the past decade, and has been at or very near the CFSR-2 Standard since 2007. The most recent data available (for the time period July 1, 2013 to December 31, 2013) indicates that Yolo County is currently below the National Goal, and was out of compliance on this measure

by a count of three episodes of recurrent maltreatment. Yolo County has been out of compliance with this Measure for the past three quarters.

Stakeholders identify that recurrence of maltreatment rates in Yolo County are impacted by the scarcity of services in remote areas of the county and complex referral processes leading to a delay in access to services for families. Families with unsubstantiated allegations are offered Differential Response (DR) preventative services such as case management, substance abuse services, parenting classes, home visiting programs and mental health services. For those families referred to services after a referral is unsubstantiated, there exists a lack of follow-through in services and a lack of accountability for parents when they do not follow through. Stakeholders discussed the potential need for increased engagement of families who are part of differential response. In addition, a cause for recurrence of maltreatment is the standard double bind that CWS involvement may increase stress in the family, leading to further escalation of chronic issues in the home such as cycles of domestic violence, substance abuse, and mental health issues. In addition, once families with a substantiated referral initiate services they are subject to “more eyes” watching their family which is believed to lead to an increase in re-referrals (or allegations of recurrence of maltreatment).

Stakeholders also discussed what’s working well in Yolo County to address safety issues and those include the home visitation program and trauma informed services as best practices to address the root causes of abuse and neglect and reduction of recurrence. Another significant strength that was identified is the family maintenance unit with workers dedicated to aftercare services to successfully maintain children in their homes.

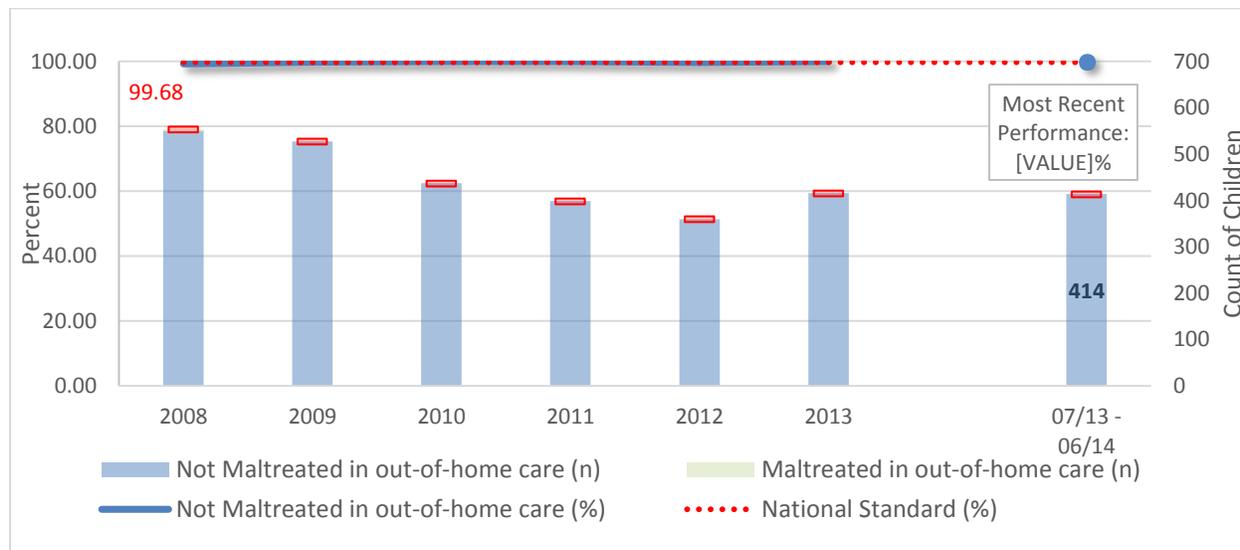
Stakeholders identified the lack of resources in remote areas of the County as a persistent obstacle in helping some families maintain stability and meet their needs. The development of satellite offices to serve families in isolated geographical areas in the County would increase service availability.

S2.1 No MALTREATMENT IN FOSTER CARE (FEDERAL STANDARD ≥ 99.68%)

Measure: Of all the children served in foster during a specified year, what percent were not victims of substantiated maltreatment allegation by a foster parent or facility while in out-of-home care?

Methodology: Inconclusive and Substantiated allegations of abuse or neglect that occur in a foster care setting are counted.

S2.1 No Maltreatment in Foster Care



ANALYSIS

Yolo County has been in compliance with this Measure (based on aggregate annual data) since 2009. The last documented incidence of abuse in a foster care setting involving a Yolo County child occurred in 2011 (Q2, 2011). Due to the high standard threshold of the measure and a trend of declining foster care placements in Yolo County, any occurrence of abuse in a foster setting that involves multiple children or any reporting period in which multiple incidences of abuse occurring in foster care settings will cause the County to be non-compliant with this Measure. It should be noted that cases that meet criteria for review in this Measure have declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

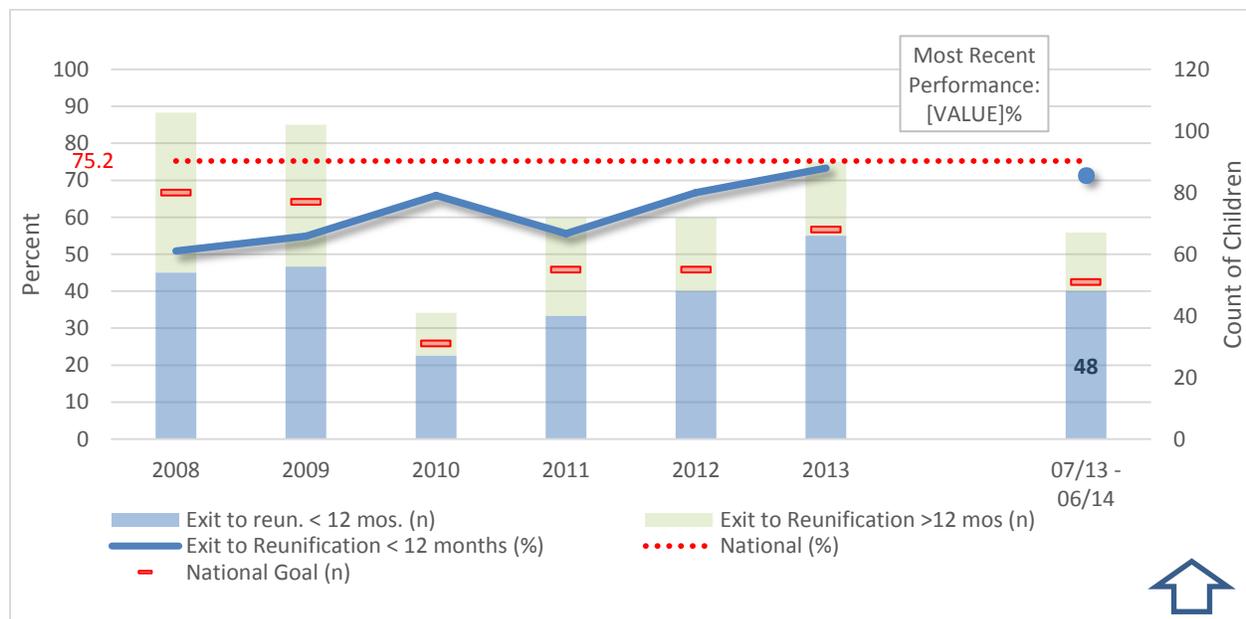
C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT) (FEDERAL STANDARD ≥ 75.2%)

A thorough analysis of measures C1.1 and C1.3 is presented following the data for C1.3

Measure: Of the number of children that exited foster care in a specific year, what percentage of children were discharged to reunification within 12 months of latest removal?

Methodology: The 12-month cutoff to reunification is based on the latest date of removal from the home with children in care for less than eight (8) days excluded. Children with a current placement of “trial home” visit could be included if the visit lasted longer than 30 days. “Discharged to reunification” is defined as an “exit from foster care to parent or primary caretaker.” If a child is discharged to reunification more than once during the specified year, the latest date is considered.

C1.1 Reunification Within 12 Months (Exit Cohort)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Yolo County has never been in compliance with this Measure over the course of a calendar year, or in any given quarter. However, it should be noted that performance on this Measure has improved over time, and that the County was only out of compliance with the Measure by a total of two (2) cases over the course of calendar year 2013.

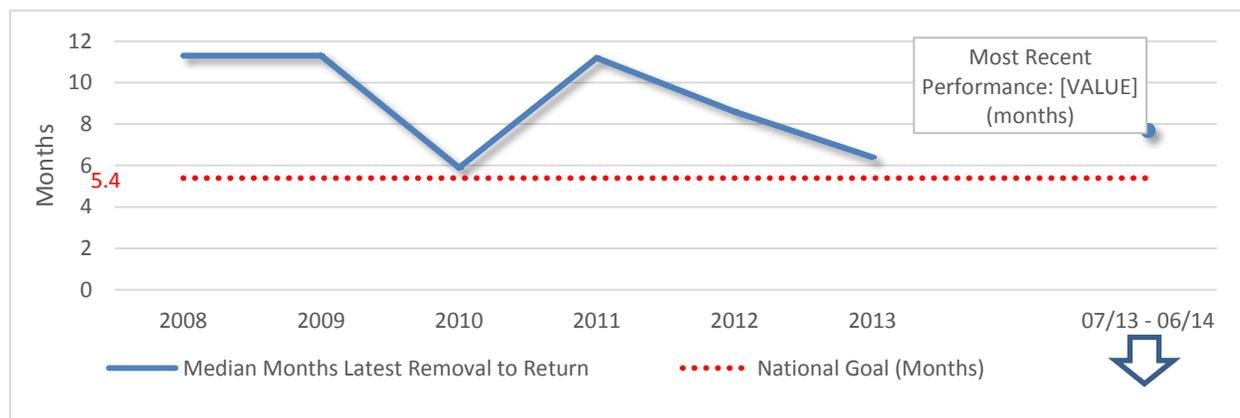
C1.2 MEDIAN TIME OF REUNIFICATION (EXIT COHORT) (FEDERAL STANDARD ≤ 5.4%)

A thorough analysis of measures C1.1 and C1.3 is presented following the data for C1.3

Measure: Of all children discharged from foster care to reunification during a specified year, what was the median length of stay (in months) from the date of latest removal from home until discharged to reunification?

Methodology: This measure computes the median length of stay in foster care for children, at point of discharge.

C1.2 Median Time to Reunification (Exit Cohort)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *lower* numbers (months) correspond with successful outcomes. Please note the scale of the graph.

The data indicates that Yolo County is currently out of compliance with this Measure, and has been out of compliance (based on aggregate annual data) since 2002. However, it should be noted that performance on this Measure is trending towards compliance.

C1.3 Reunification within 12 Months (Entry Cohort) (Federal Standard ≥ 48.4%)

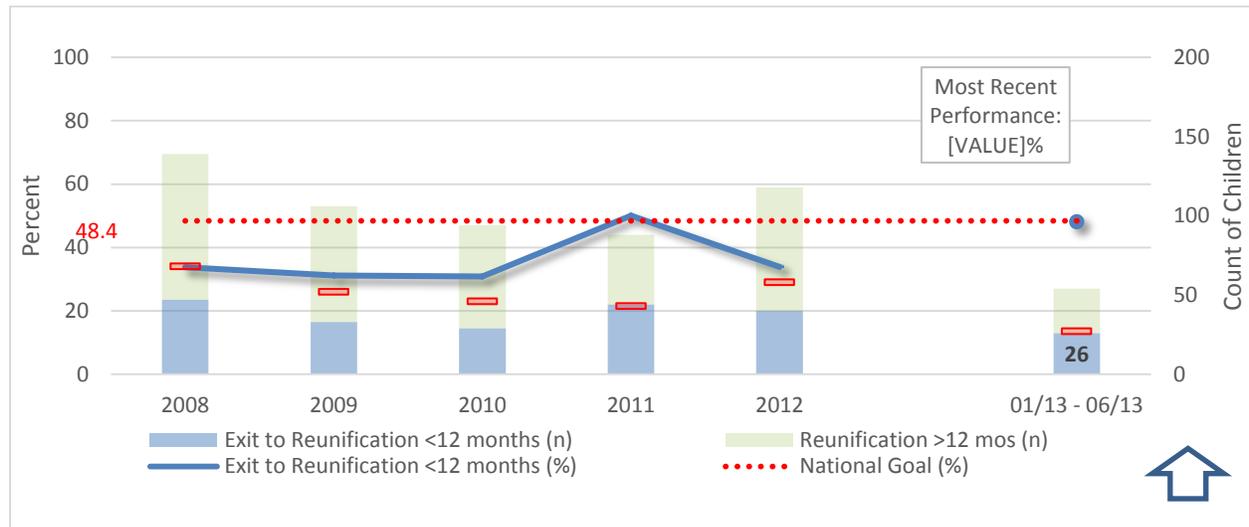
A thorough analysis of measures C1.1 and C1.3 is presented following the data for C1.3

Measure: Of all the children discharged from foster care for the first time in a specified six-month time period, what percent were discharged from foster care to reunification in less than twelve months from the date of the removal. This is an entry cohort.

Methodology: The twelve-month cutoff to reunification is based on the first date of removal from the home. Children in care for less than eight (8) days are excluded in this measure.

Children with a current placement of “trial home” visit could be included if the visit lasted longer than thirty (30) days. “Discharged to reunification” is defined as an “exit from foster care to a parent or primary caretaker”.

C1.3 Reunification Within 12 Months (Entry Cohort)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Yolo County is currently out of compliance with this Measure, and has been out of compliance (based on aggregate annual data) since 2011. However, it should be noted that performance on this Measure in the most recent reporting period (January 2013 to June 2013) indicates that the County is very close (48.1%) to achieving the National Standard of 48.4%; the County was out of compliance by a total of one (1) case during this timeframe. It should be noted that cases that meet criteria for review in this Measure have declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

OVERALL ANALYSIS OF REUNIFICATION OUTCOME MEASURES

Stakeholders identified several best practices strengthening timely and successful reunification efforts including prompt referrals to services, family engagement in development

of case plan and treatment goals, use of Safety Organized Practice (SOP), regular family meetings, provision of funding for substance abuse treatment and individualized services for families based on their needs (meeting families “where they are at”). Perinatal day treatment and family life skill building programs were identified as two promising programs to help families reunify successfully. Additionally, it was noted that social workers met with families more often than the required monthly contact and monitored case plan goals collaboratively with families, service providers, and attorneys. Families that were most successful had a good rapport and trusting relationship with their social worker.

Yolo County has a commitment to providing parents with quality supervised visitation experiences that enhance the time spent with their children while allowing them the opportunity to benefit from hands-on parent coaching during supervised visits provided by the County’s contracted provider. Yolo County recognizes the importance of parent child contact as it supports parents’ efforts to reunify. It must be noted that every focus group with the exception of biological parents (supervisors, social workers, foster parents, and foster youth) discussed visitation and challenges they all perceived as stemming from a current “over” emphasis on frequent visitation, which, according to focus groups with the social workers and supervisors, is dictated by the Court. All groups discussed, in detail, that while visits are important between foster children and their biological parents and family members, too many visits are simply disruptive. All groups including foster youth, reported that foster children are not able to participate in typical after school activities due to visits with family members (often three times or more per week). Parents reported they had difficulty attending AA/NA meetings, participating in other services, and obtaining/maintaining employment due to their visitation schedules. Agency supervisors and social workers would like to see the visitation schedule arranged with the input of the youth, the agency and family. Youth underscored this issue; in particular regarding visits with biological parents after reunification services have been terminated. Social workers also brought up this issue and commented that children and youth are having a hard time moving past reunification due to continued visits with their biological parents and that this is impeding their permanency options.

Stakeholders identified some challenges to successful reunification including continued substance abuse and relapse, high caseloads, court delays and restrictive court orders that do

not support realistic visitation plans. Lower caseloads would allow time for more communication with foster parents, service providers, relatives, etc. The County is making efforts to improve communication and documentation through provision of a new Public Health Nurse who will enter appropriate information into CWS/CMS and conduct home visits with social workers. Additionally, in the last 23 months (February 2013-January 2015), the County has hired 26 social workers to fill both existing vacancies and new positions, in an effort to reduce caseloads and enable social workers to be more available to work closely with families to engage them earlier in services which will likely improve the timeliness of reunification.

Other challenges to successful reunification include foster parents lack of buy in to case plan, reduced motivation of parents if child is in relative placement, and foster parents having a hard time meeting visitation needs/plan (3-4 weekly visits, therapeutic visits, and visits in community). Additionally, the court sees visits as more important which may take away the focus from the parent's case plan and progression in services. Stakeholders identified the following needs as most important for supporting families to successfully reunify with their children: housing, mental health services, substance abuse treatment services, continued services/after care and employment.

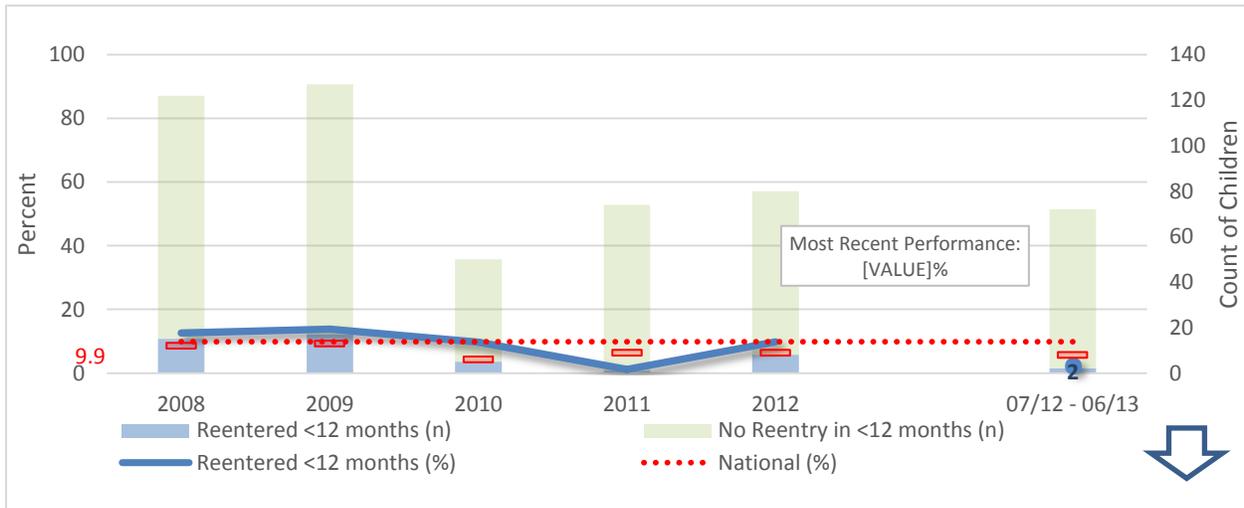
Yolo County wants to implement a parent mentor program to help with parent engagement at the onset of opening a CWS case. Parent mentors would be able to work closely with parents to encourage them to participate in services earlier, help alleviate anxiety surrounding attending services, encourage parents to advocate for their needs and to provide overall support to the parents. Yolo County needs to research parent mentor models and establish a basic set of guidelines for the program before issuing a RFP for this program.

C1.4 REENTRY FOLLOWING REUNIFICATION (FEDERAL STANDARD \leq 9.9%)

Measure: Of the children who reunified with their parent or guardian after being in foster care, what percentage of the children reentered foster care in less than twelve months from the date of reunification?

Methodology: This measure computes the percentage of children reentering foster care within twelve months of a reunification. If the child is discharged to reunification more than once during the specified year, the first discharge is considered.

C1.4 Reentry Following Reunification (Exit Cohort)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *lower* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Yolo County is currently in compliance with this Measure, and has been in compliance (based on aggregate annual data) since 2011. Yolo County has been in compliance with this Measure for eleven (11) consecutive quarters. It should be noted that cases that meet criteria for review in this Measure have declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

Stakeholders believe re-entry to be a persistent challenge for CWS in Yolo County. CWS involvement may increase stress in the family, leading to further escalation of chronic issues in the home such as cycles of domestic violence, substance abuse, and mental health issues. Re-referrals may be due to “more eyes” on the family after receiving initial CWS services and may lead to re-entry. Due to drug and alcohol abuse, social workers frequently have to return to homes after reunification and remove the children despite careful safety planning and aftercare plans. When cases are closed, an SOP Family meeting is routinely convened with parents, natural supports, and other service providers to craft a detailed safety plan with natural supports outside of child welfare. In Addition, since hiring a SOP Family Meeting Facilitator in

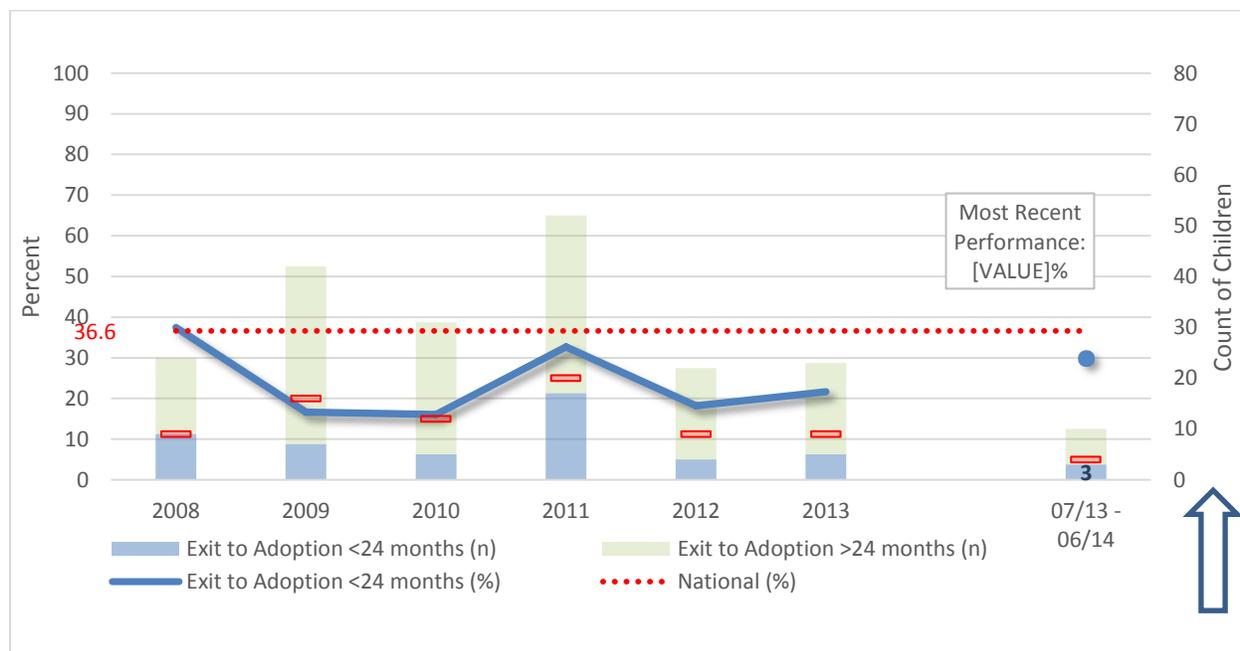
December 2014, Yolo County has shown a commitment to working more closely with families throughout their involvement with child welfare by offering family meetings upon their first contact with CWS. Once trained, the SOP Family Meeting Facilitator will be available to facilitate meetings with emergency response social workers to help develop safety plans, plans for a child's placement, or service plans. The facilitator will also be able to facilitate family meetings throughout the time that the family is involved with CWS with the final goal being a safety plan at the closure of the case. The family meeting process improves parents buy-in to the safety plan process and encourages an open dialogue with those involved in the parents and their children's lives in order to have a clear understanding of safety and what each person can do to support the safety plan. The overall goal is to empower families and their natural support system to provide safety for the children without further CWS involvement.

C2.1 ADOPTION WITHIN 24 MONTHS (EXIT COHORT) (FEDERAL STANDARD \geq 36.6%)

Measure: Of the children who exited foster care into adoption within a specific year, what percentage of children were adopted within twenty-four months of initial removal from the home?

Methodology: The twenty-four month cutoff to adoption is based on the latest date of removal from the home. Only placement episodes ending in adoption are included.

C2.1 Adoption Within 24 Months (Exit Cohort)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Yolo County is currently out of compliance with this Measure, and has been out of compliance (based on aggregate annual data) since 2009. However, it should be noted that cases that meet criteria for review in this Measure appear to have declined over time from a high of seventy-seven (77) such cases in 2006 to ten (10) cases in the most recent reporting period (July 2013 to June 2014).

As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure. For example, the County was out of compliance by two (2) cases in 2005 (where each case contributed approximately 3.28% to the total aggregate) vs. one (1) case in the most recent reporting period (where each case contributed 10% to the total aggregate). Even though the County had *fewer* out of compliance cases during the most recent period, the score on the measure is actually lower than for calendar year 2005 (30% vs. 34.4%, respectively).

Yolo County has a great collaborative relationship with the California Department of Social Services-Adoptions Branch, who is the contracted provider for adoption services in Yolo

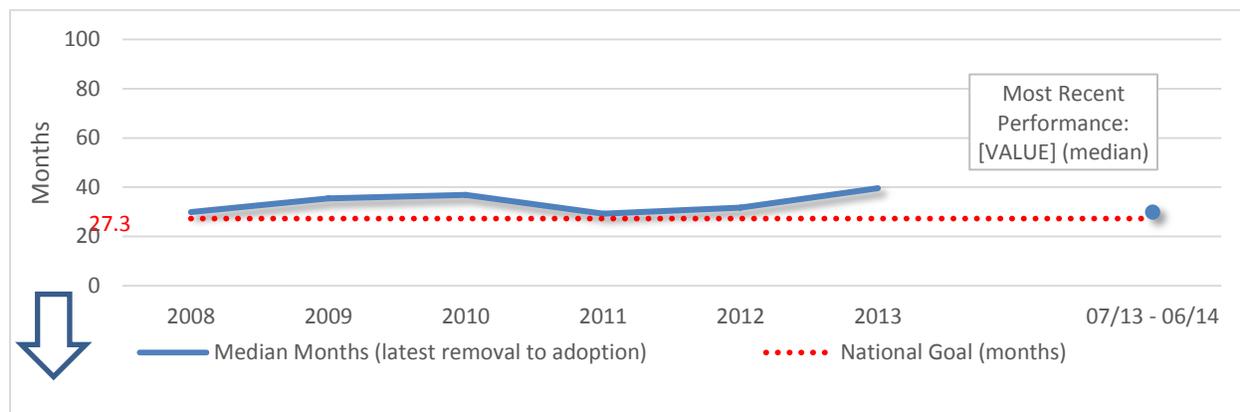
County. This collaboration has allowed both agencies to partner together to identify adoptive homes, exchange the necessary information and documentation to proceed with the adoptive process, and to troubleshoot any issues as they arise. It is likely that this collaboration has helped the County achieve the current 30.0% of cases closed to adoption within 24 months. The delays in adoption rates are most likely attributable to delays within the Court proceedings such as numerous contested matters, continuances, and delays in the Court ceasing reunification and proceeding with a permanent plan.

C2.2 MEDIAN TIME TO ADOPTION (EXIT COHORT) (FEDERAL STANDARD ≤ 27.3 MONTHS)

Measure: Of all children discharged from foster care to a finalized adoption during a specific year, what was the median length of stay in foster care?

Methodology: Length of stay is calculated as the date of discharge from foster care minus the latest date of removal from the home. Only placement episodes ending in adoption are included.

C2.2 Median Time to Adoption (Exit Cohort)



ANALYSIS

The arrow at the bottom left-hand corner of the graph indicates desired goal direction; in this case *lower* numbers (months) correspond with successful outcomes. Please note the scale of the graph.

The data indicates that Yolo County has never been in compliance with this Measure over the course of a calendar year, and has achieved compliance in only three (3) reporting periods (out of fifty-nine (59) possible quarters).

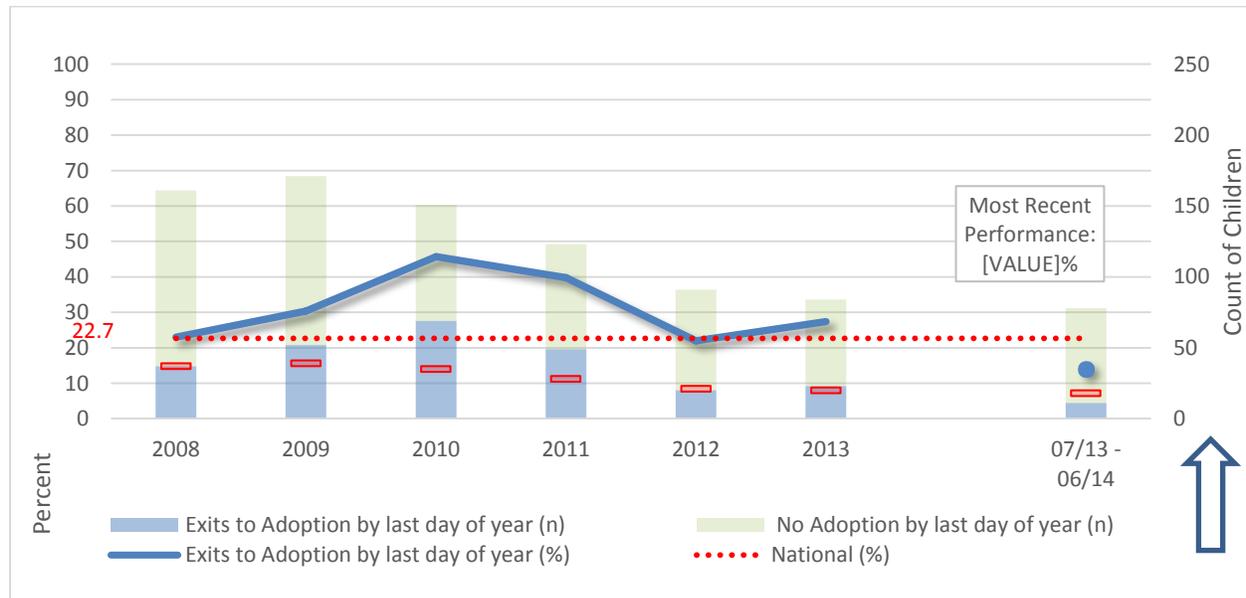
As identified by the Stakeholders, Supervisor, Social Workers and Foster Parent Focus Groups, delays in Court proceedings are likely attributable to the increase in the length of stay in foster prior to adoption finalizing. Social workers and supervisors report a complicated relationship in which the Court is admirably supportive of reunification efforts. However, this is resulting in delayed cases at all stages; dispositions at six month, status reviews at 18 rather than 12 months, and a drastic increase in the number of interim hearings which has led to an increased caseload for court reports. The Court continues to give “one last chance” even when this goes beyond the statutory time limits for cases. Social workers believed that possible permanent placements (concurrent placements) are so discouraged by the extensive delays, that the potential permanent caregivers are asking for placement changes; and then children are further traumatized by ongoing cases where the parents will not reunify. This issue was also discussed by foster parents who see the delays in the court process as impeding permanency options for foster children.

C2.3 ADOPTION WITHIN 12 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD \geq 22.7%)

Measure: Of the children in foster care for seventeen continuous months or longer on the first day of a specific year, what percent were discharged to a finalized adoption by the last day of that specific year?

Methodology: All children in foster care for seventeen continuous months during a specific year are part of the cohort except for those children who exited foster care during the year to be reunified with parents or caregiver.

C2.3 Adoption Within 12 Months (17 Months in Care)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Yolo County is currently out of compliance with this Measure. Yolo County had been in compliance (based on aggregate annual data) from 2001 to 2013. Prior to the most recent reporting period (July 2013 to June 2014), Yolo County had been in compliance with this Measure for five (5) consecutive quarters, and thirty of the prior thirty-three (33) quarters. It should be noted that cases that meet criteria for review in this Measure have steadily declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

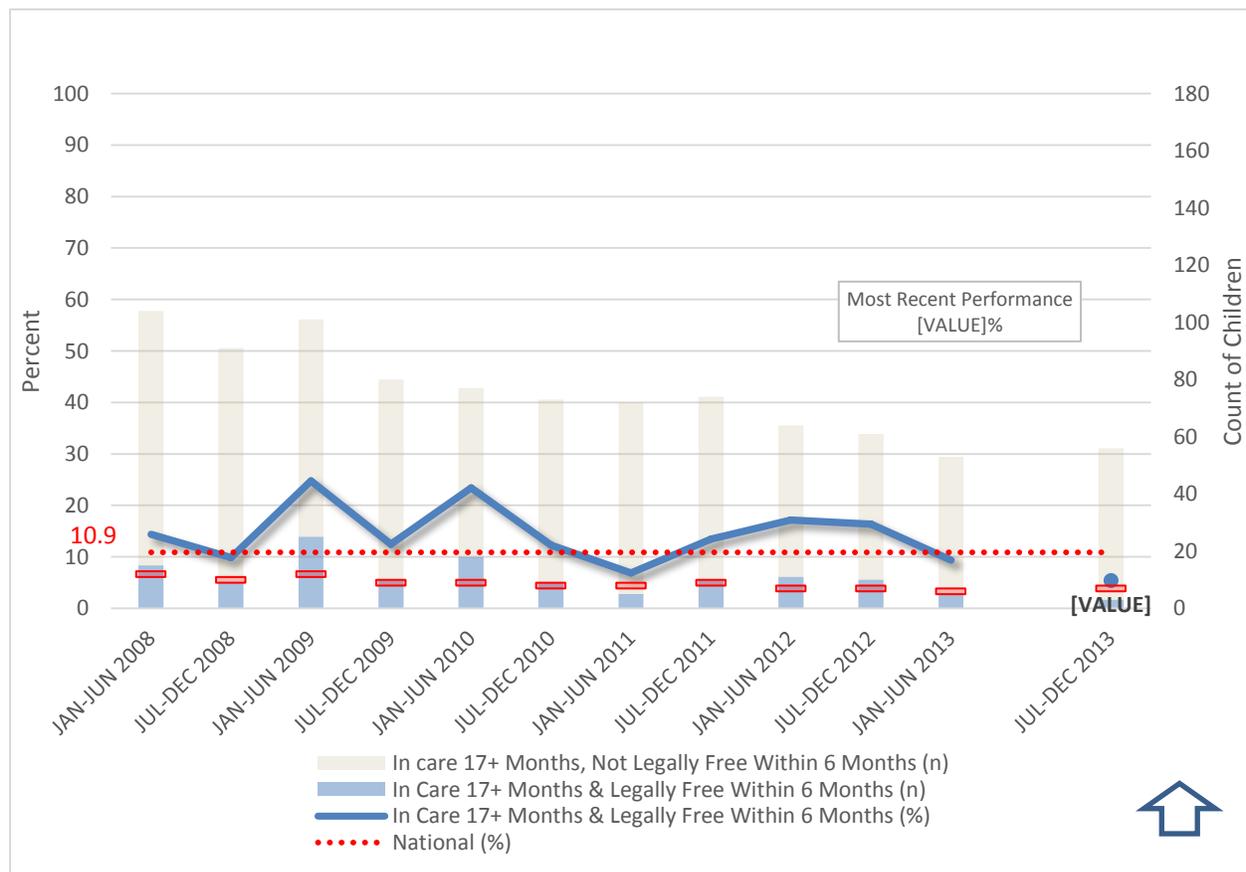
As mentioned earlier, delays in the Court proceedings have led to children remaining in foster care for longer periods of time prior to a decision being reached in their case. For example, Yolo County has one case in which Jurisdiction has been delayed due to repeated continuances and has resulted in the child being in foster care for more than twelve months without a Jurisdiction order. This significantly delays a child's permanency and creates a situation in which the County cannot proceed with a plan for permanency for the child. It also greatly impacts that County's data as mentioned above, each individual case has a significantly greater impact on the outcome measure.

C2.4 LEGALLY FREE WITHIN 6 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD ≥ 10.9%)

Measure: Of the children who were in foster care for seventeen months or longer and not legally free for adoption on the first day of the specified period of time, what percentage then became legally free for adoption within the next six months?

Methodology: All children who are legally freed are counted in this measure. A child is considered legally free for adoption if the parental rights of a child have been terminated for all parents with legal standing.

C2.4 Legally Free Within 6 Months (17 Months in Care)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

Yolo County is currently out of compliance with this Measure. Yolo County’s historical performance on this Measure has been predominantly positive; Yolo County has only been out of compliance five (5) times (as measured above) from January 1999 to December 2013. It

should be noted that cases that meet criteria for review in this Measure have steadily declined over time, and that the County's performance on this Measure is trending negatively. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

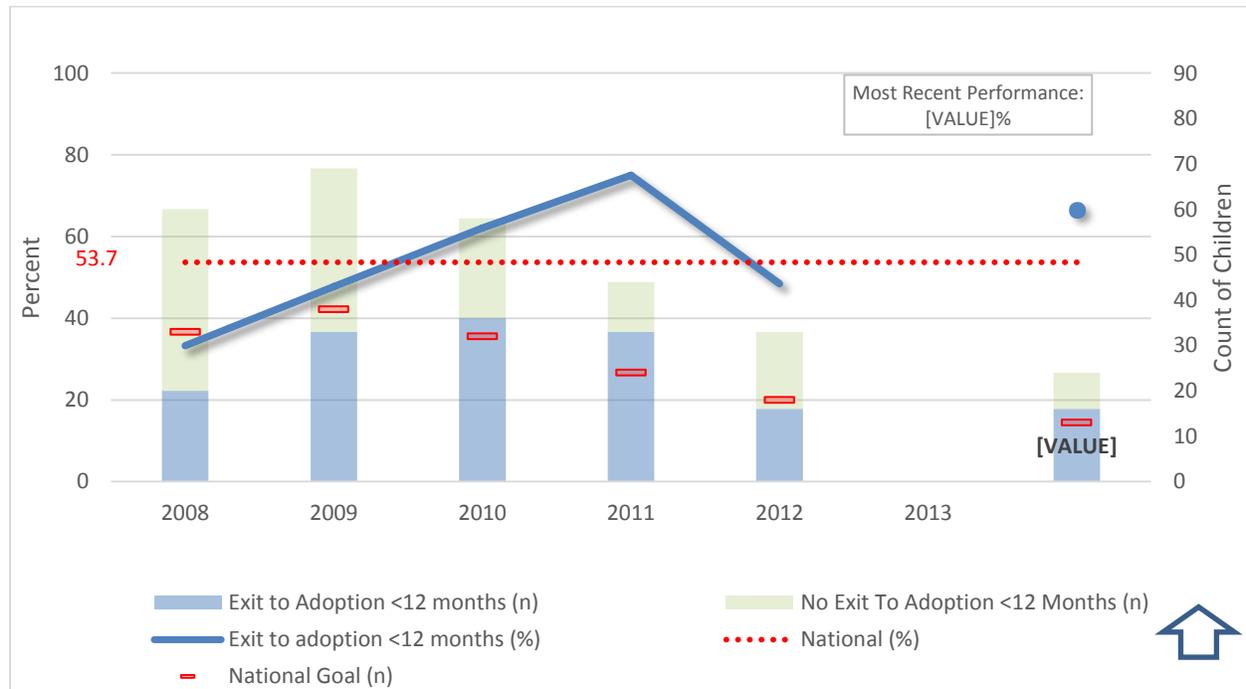
As mentioned previously, delays in the Court process due to contested hearings and continuances have led to foster children being in care for a longer period of time. Additionally, as noted above each individual case has a significantly greater impact on the outcome of this measure which means that the several cases in which Jurisdiction, Disposition or ceasing Family Reunification decisions have been delayed, greatly impact the timeliness of permanency plans. Yolo County has made a commitment to reduce the reasons in which the County would request a continuance by filing reports timely and ensuring that parents have copies of their reports prior to the date of the hearing.

C2.5 ADOPTION WITHIN 12 MONTHS (LEGALLY FREE) (FEDERAL STANDARD \geq 53.7%)

Measure: Of the children in foster care that became legally free for adoption during a specific year, what percentage of children were then discharged to adoption during that year.

Methodology: This measure computes the percentage of children discharged from foster care to adoption within twelve months of turning legally free. A child is considered legally free for adoption if the parental rights of a child have been terminated for all parents with legal standing.

C2.5 Adoption Within 12 Months (Legally Free)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

Yolo County is currently in compliance with this Measure. Yolo County has been in compliance with this Measure for two (2) consecutive quarters and thirteen (13) of the prior fourteen (14) quarters. It should be noted that cases that meet criteria for review in this Measure have steadily declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

Yolo County’s collaborative partnership with CDSS-Adoptions helps ensure that adoptions are finalized in a timely manner. In addition, Yolo County Social Workers work hard to develop a concurrent plan for children when they first enter foster care to ensure that they will have a permanent home, if they are unable to reunify with their parents. Both concurrent planning and the collaborative partnership with CDSS-Adoptions help ensure that once children are legally free, their adoption will likely finalize without delay.

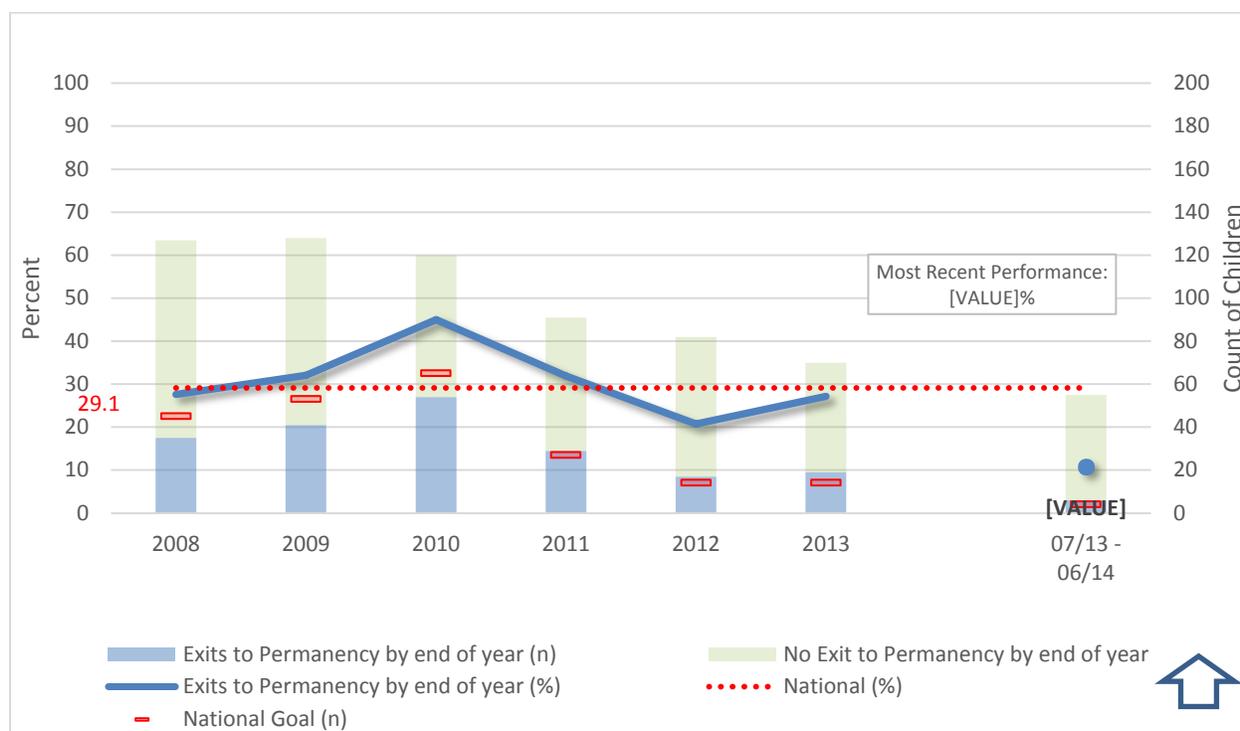
C3.1 EXIT TO PERMANENCY (24 MONTHS IN CARE) (FEDERAL STANDARD ≥ 29.1%)

A thorough analysis of Exits to Permanency is listed after the third measure, C3.3.

Measures: Of the children in foster care for twenty-four months or longer during a specified year, which children were discharged to a permanent home by the last day of that year and prior to turning eighteen?

Methodology: All children in foster care for twenty-four months or longer, during the specific year, were counted in this measure, except for children who exited during the year and reentered care.

C3.1 Exits to Permanency (24 Months in Care)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

Yolo County is currently out of compliance with this Measure. Yolo County has been out of compliance (based on aggregate annual data) since 2012. Yolo County has been out of compliance with this Measure for three (3) consecutive quarters. However, the County has achieved compliance with this Measure in six (6) of the twelve most recent quarters. It should

be noted that cases that meet criteria for review in this Measure have declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure.

The Supervisor, Social Worker and Foster Parent focus groups identified another struggle facing Yolo County, is working with older youth who have permanency options but if realized will deny them access to extended foster care benefits. The Court supports keeping these youth in family reunification status or permanent placement status such that they can access the EFC benefits once they turn 18. Yolo County is hopeful with the passing of AB2454 allowing former foster youth who have achieved permanency through guardianship or adoption to be eligible for EFC after their 18 birthday, if their permanent home fails to or is unable to continue to support them, that the Court will allow older foster youth to obtain permanency such as guardianship or adoption. For older youth who can reunify with their parents, the Department will continue to make this recommendation to the court, as EFC does not outweigh the benefits of being raised by a parent.

As noted above, case that meet the criteria of this measure have declined over time. This decline is likely due to the implementation of vertical case management and that Yolo County is reunifying children at six or twelve months. This leads to a lower number of foster children that become part of the population of foster children in care 24 months or longer.

C3.2 EXITS TO PERMANENCY (LEGALLY FREE AT EXIT) (FEDERAL STANDARD \geq 98%)

A thorough analysis of Exits to Permanency is listed after the third measure, C3.3.

Measure: Of the number of children in foster care during a specific year, what was the percentage of legally free children who were discharged to a permanent home prior to turning eighteen?

Methodology: This measure includes children who have a discharge date that is prior to their eighteenth birthday and the reason for discharge included reunification with a guardian or discharge to adoption.

C3.2 Exits to Permanency (Legally Free at Exit)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

Yolo County is currently out of compliance with this Measure. Yolo County has been out of compliance (based on aggregate annual data) since 2013, and for four (4) consecutive quarters. However, the County has achieved compliance with this Measure in six (6) of the twelve most recent quarters. Historically, Yolo County has performed at, near, or above the National Standard for this Measure. It should be noted that cases that meet criteria for review in this Measure have declined over time. As the number of cases decline, each individual case has a significantly greater (proportionate) impact on the outcome of the Measure. Due to the high performance threshold for this Measure and the trend of fewer cases meeting criteria for review, any *single* incidence of a child who is legally free for adoption who discharges from foster care without permanence (reunification, guardianship, or adoption) will cause the County to be out of compliance with this Measure; for example, in the most recent reporting period (July 2013 to June 2014), there was one (1) such occurrence.

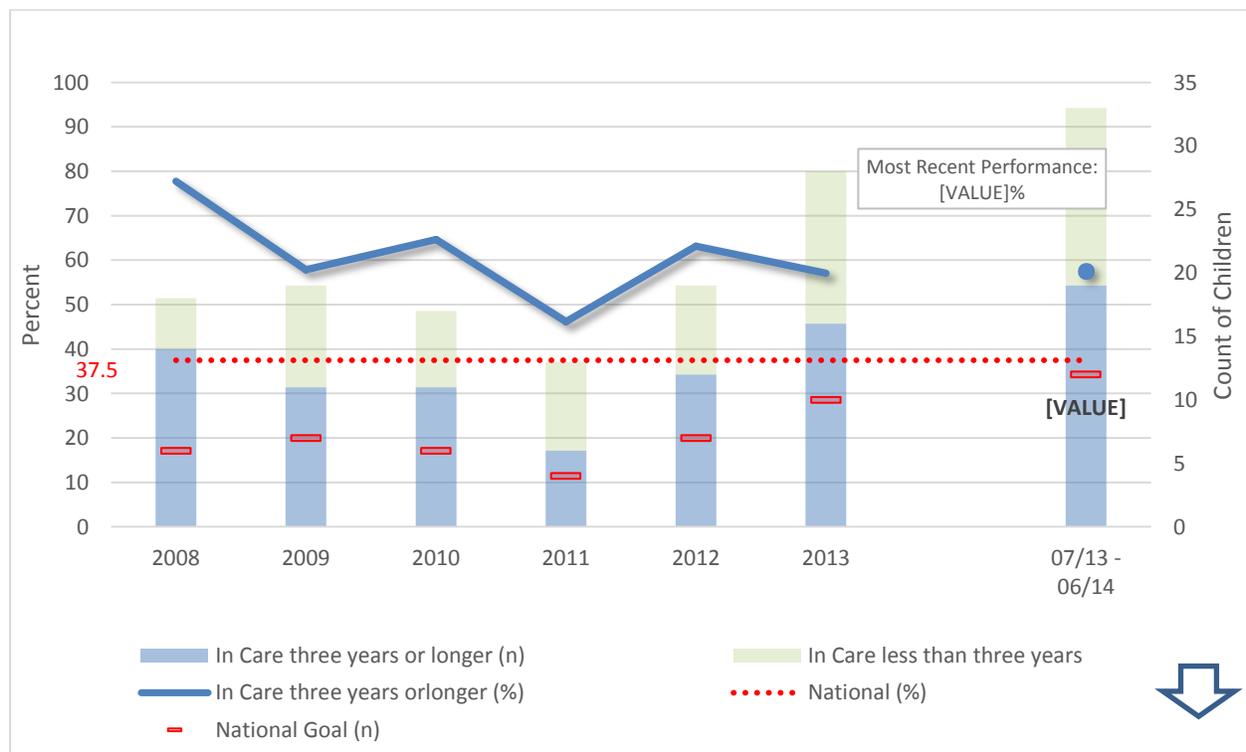
C3.3 IN CARE 3 YEARS OR LONGER (EMANCIPATION/AGE 18) (FEDERAL STANDARD ≤ 37.5%)

A thorough analysis of Exits to Permanency is listed after the third measure, C3.3.

Measure: Of all the children in foster care during a specific year who were either discharged to emancipation, or turned eighteen while still in care, what percentage of children had been in foster care for three years or longer?

Methodology: During a specific year time period, all children who turned eighteen or who emancipated are counted in this measure.

C3.3 In Care Three Years or Longer (Emancipated/Age 18)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *lower* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Yolo County has never been in compliance with this Measure over the course of a calendar year, or in any given quarter; Yolo County has been out of compliance with this Measure for fifty-nine (59) consecutive quarters. It should be noted that cases that meet criteria for review in this Measure have increased over time.

Permanency Analysis

Child Welfare made exits to permanency the focus of the peer review and will continue to focus on exits to permanency in the SIP. Stakeholders identified several best practices for helping youth transition to adulthood including connecting them to the Independent Living Program (ILP), provision of Transitional Housing Programs (THP), supporting lifelong connections to supportive adults and educational / career life planning with youth. 90-day transition plans are created collaboratively with youth, ILP, Office of Education, CASA workers, and supportive adults. CWS has a caseload/unit structure that includes a unit dedicated to working with transition age youth (TAY) who are participating in Extended Foster Care (EFC). The specialized EFC / TAY unit, use of collaborative independent living assessments, use of strength based engagement strategies and regular collaboration with community partners were identified as best practices. CWS works closely with ILP, CASA, County Office of Education, County Foster and Kinship Education program, CommuniCare Wraparound program and California Youth Connection (CYC) to support youth. Another strength identified is the variety of services available to address mental health issues.

The stakeholders offered high praise for the Yolo County AB12 and Transitional Age Youth unit. The social workers in this unit are known for their dedication to working with older youth in the foster care system. Time and again they were called out by name as being the “best practice” in Yolo County for helping youth transition to adulthood. In addition to these social workers, several programs in Yolo County are extremely helpful in working with older youth in care. In particular, the foster youth liaison at the Yolo County Office of Education and the Court Appointed Special Advocates were mentioned for their successful work with foster youth. In addition the Yolo County Foster and Kinship Education program is a tremendous asset to the Yolo County child welfare system.

Several resources and programs currently exist which work with older youth, such as Wraparound, Katie A screens, therapeutic services (TBS/CBS), individual counseling and psychiatric services.

Stakeholders identified several barriers to preparing youth for successful transition to adulthood including youth alcohol and drug use, mental health issues, negative social and familial connections and limited training in foster / group homes regarding ILP skill building with

youth. Youth placed out of county may not receive ILP services and may have less support or lifelong connections. Multiple placements and separation from siblings present further barriers to developing lifelong connections. Additionally, there are limited quality placements for older youth and limited space and/or licensing issues may present barriers for non-minor dependents (NMDs) remaining in their foster homes.

Services that support successful transition to adulthood should be strengthened and made accessible to youth including provision of job training / work experience programs, more frequent ILP workshops (i.e. weekly), age specific ILP workshops based on developmental needs, and connecting out of county youth to ILP services. Additionally, social workers would benefit from more training in trauma informed care, utilization of strengths-based approaches and how to build resilience in youth. Increased support around transportation impacts successful outcomes for youth such as increased funding and assistance with obtaining drivers licenses and car insurance. Although there are a variety of services available to address mental health issues, youth may not be referred to appropriate clinicians to address their complex needs (triage severity of referrals). Additionally, consequences for behavior problems at school can often lead to interrupted learning and foundational skills. CWS may consider working with local mental health service providers, courts and school districts to negotiate appropriate services for youth and less punitive practices that support youth educational success.

Focus groups conducted with both child welfare supervisors and social workers yielded significant information regarding specifically transitional age youth. Both social workers and supervisors are very excited to watch the newly restructured Transitional Age Youth program commence. Most youth who turn 18 years old in Yolo County participate in Extended Foster Care. Similarly to the community partner stakeholders, both social workers and supervisors praised the Transitional Age Youth workers for their dedication and commitment to youth. Proudly, the supervisors reported that the current high school graduation rate for foster youth is 75%; to which they credit the work of the TAY workers who partner with the foster youth liaison to ensure youth are progressing through high school. Further, supervisors spoke very highly of the Teen Circles groups, the Foster Youth Club at the local high schools and the Fostering Kinship classes that are available for youth.

Supervisors mention other strengths are the team approach to support transitional age youth which includes the CASA, ILP, MH, TAY, service providers, ED Liaison and Kinship group. Both supervisors and social workers discussed the challenges in working with older youth in foster care, primarily which is it difficult to find placements for teenagers because of the perception that they will have more difficult behaviors, which is indeed often the reality. Foster parents may be ill-equipped to handle even typical teenage behavior; and it is not uncommon for older youth to have frequent placement changes.

Supervisors also discussed that older youth in care may have strong feelings regarding visitation in that they often do not want to spend significant time engaging in visits with family members. Social workers also discussed that youth often create barriers to a permanent plan, in so much as they often choose against legal guardianship or adoption, instead preferring to take advantage of Extended Foster Care.

PLACEMENT STABILITY

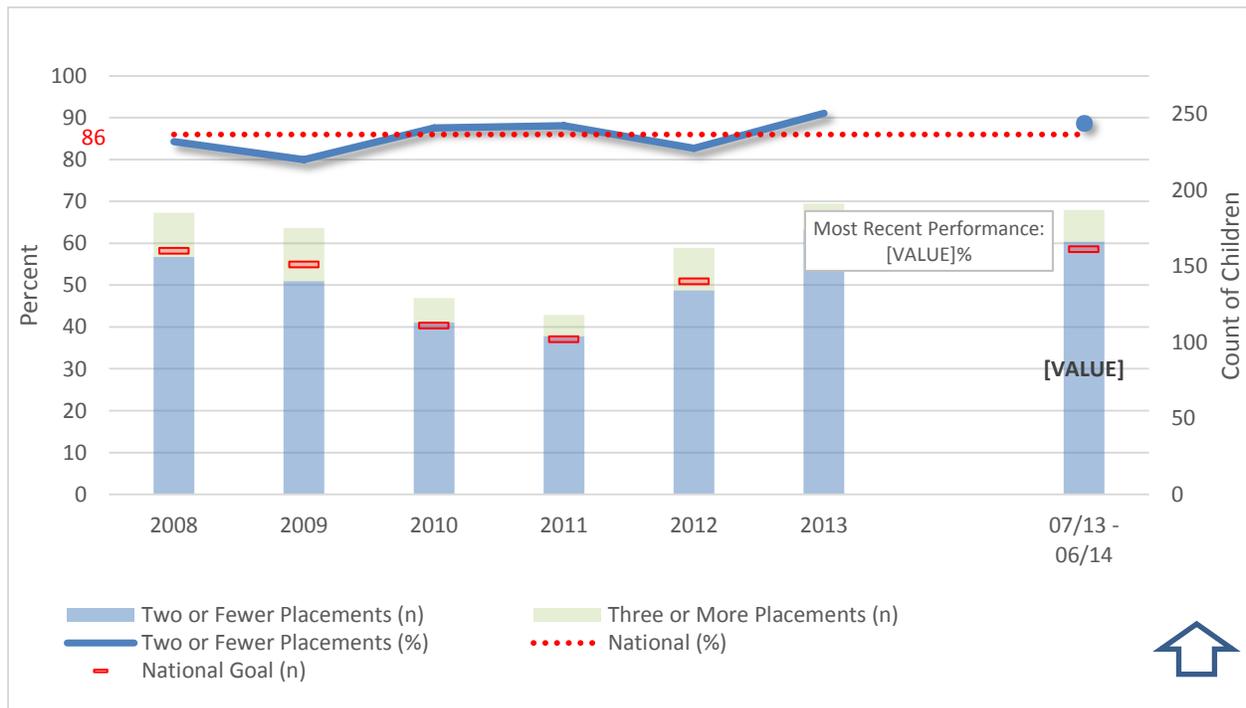
A thorough analysis of Placement Stability is provided after the third outcome measure, C 4.3.

C4.1 PLACEMENT STABILITY (8 DAYS TO 12 MONTHS IN CARE) (FEDERAL STANDARD ≥ 86%)

Measure: Of the children in foster care during a specific year, what percent had two or fewer placement settings?

Methodology: All children in care between eight days and twelve months are counted in this measure. Age is calculated at the beginning of the specified time period.

C4.1 Placement Stability (8 Days to One Year)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

Yolo County is currently in compliance with this Measure. Yolo County has been in compliance (based on aggregate annual data) since 2013, and for six (6) consecutive quarters. Historically, Yolo County has performed at, near, or above the National Standard for this Measure.

C4.2 PLACEMENT STABILITY (12 MONTHS TO 24 MONTHS IN CARE) (FEDERAL STANDARD $\geq 65.4\%$)

Measure: Of the children in foster care during a specific year, who had been in foster care between twelve and twenty-four months, what percent had two or fewer placement settings?

Methodology: All children in care between a specific twelve to twenty-four month time period, were included in this measure. Age is calculated at the beginning of the specified time period.

C4.2 Placement Stability (12-24 Months In Care)



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

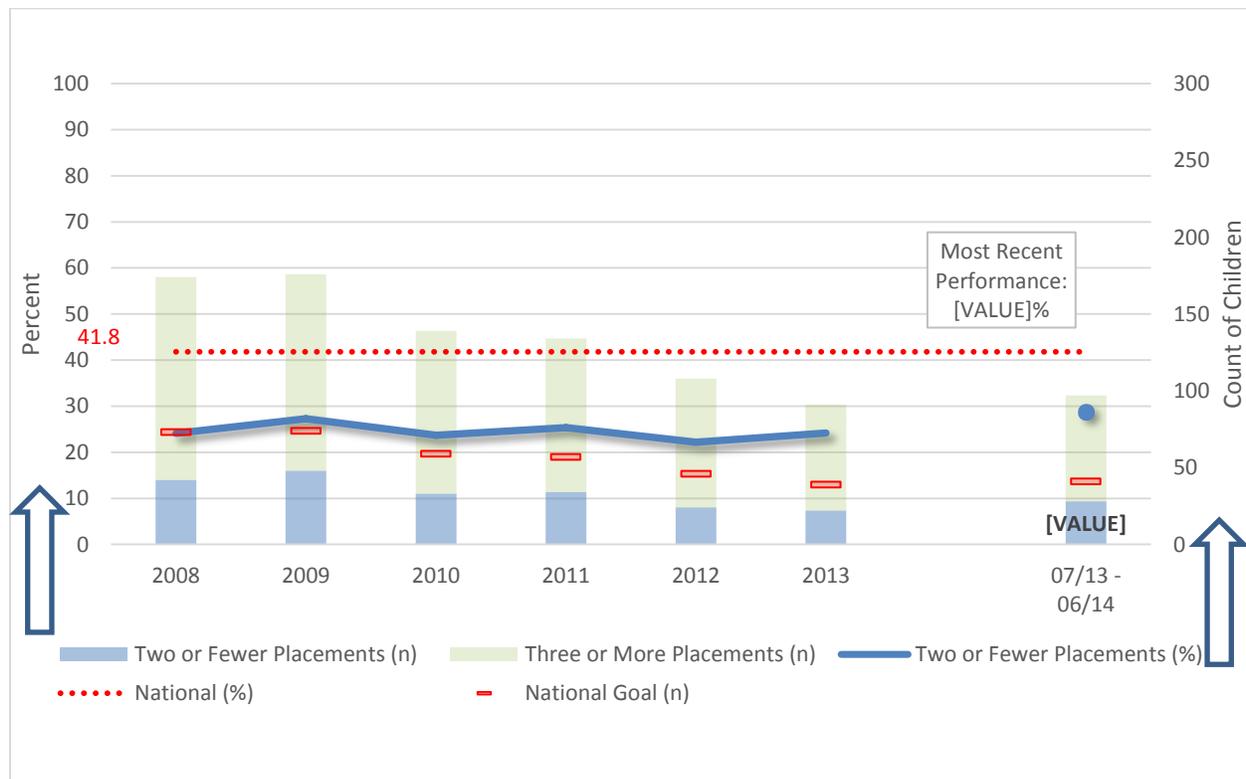
Yolo County is currently out of compliance with this Measure. Yolo County has been out of compliance (based on aggregate annual data) since 2003, and for eleven (11) of the prior twelve (12) most recent quarters. However, it should be noted that Yolo County was in compliance for the quarter (covering the period of time beginning April 1, 2013 and ending March 31, 2014) immediately preceding the most recent reporting period, and that overall performance is trending towards compliance.

C4.3 PLACEMENT STABILITY (AT LEAST 24 MONTHS IN CARE) (FEDERAL STANDARD ≥ 41.8%)

Measure: Of the children in foster care during a specific year that were in foster care for at least twenty-four months, what percentage of children had two or fewer placement settings?

Methodology: All children in care for twenty-four month or longer during a specific twelve-month time period were counted in this measure. Age is calculated at the beginning of the specified time period.

C4.3 Placement Stability (At Least 24 Months In Care)



ANALYSIS

Each point on the set represents a one-year period; data on this Measure is reported in “rolling quarters,” but is being presented as annual data for clarity. (It should be noted that annual data should not imply compliance/non-compliance for all four quarters of any given year, but rather as a composite of all cases during that year). The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

The data indicates that Yolo County has never been in compliance with this Measure over the course of a calendar year, or in any given quarter; Yolo County has been out of

compliance with this Measure for fifty-nine (59) consecutive quarters. It should be noted that cases that meet criteria for review in this Measure have decreased significantly over time, from a high of two hundred seventy (270) children in 2000 to ninety-seven (97) children in the most recent reporting period (July 2013 to June 2014).

Placement Stability Analysis

Regarding outcomes C 4.1, C 4.2 and C4.3, placement stability continues to be a challenge to Yolo County. Placement stability in the county is impacted by limited community resources, poverty, a large number of out of county placements leading to inconsistent services and no county receiving home allowing for appropriate placement matching.

Stakeholders identified early concurrent planning as a best practice and beneficial for permanency as it reduces the number of placement moves for the child. Both stakeholders and focus group participants recognized the commitment of social workers to finding the best and most appropriate placement for each child without causing additional emotional trauma to the child.

The foster child's mental health and/or behavioral health issues were cited by stakeholders as creating a barrier to placement stability. Simply put, oftentimes foster care providers are not equipped to deal with the challenging behavior presented by foster youth, leading the foster parents to request placement moves. This seems particularly challenging for relative caregivers who may feel pressured to take the child into their care without the same foresight as foster care providers and relationships between the relative care provider and parents of the child can also complicate the stability of the placement.

Stakeholders identify that mental health and behavioral health assessments are conducted by social workers in collaboration with foster parents, teachers and other service providers. Children are referred to mental health services once a behavioral or emotional indication is present. However barriers to mental health treatment include out of county placements, lack of caregiver buy-in, time consuming or confusing referral processes and limited number of child psychiatrists and psychologists are available.

Stakeholders identified several recommendations to improve placement stability, including having a receiving home in the county, increasing recruitment of more local foster families, increased support for relative placements and streamlining of the mental health

referral process to make it more clear and consistent, including the development of a “cheat sheet” for available mental health services and how to access them.

The youth focus group spent a great deal of time discussing issues that directly impact placement stability and permanency. They felt strongly that there needs to be more oversight for foster families that includes monitoring how they spend money that is meant for supporting the youth, providing clothing and meeting the youths basic needs, and more surprise visits to see how parents are actually caring for youth.

They also wanted to be given time to talk with the social worker without the foster parent present, providing the youth with a confidential space to share their concerns and how they are feeling in placement. Youth want to have better relationships with workers where they have trust and rapport, and can feel safe sharing problems with a worker. They want to see their worker every month, and some would like to see their worker more often if possible. Youth want to have more attention paid to including them in moves and in allowing them to pack their own things and prevent the loss or theft of their belongings. Also, when belongings are lost, would like to know how the agency can support the youth in getting replacement items. And when youth are moved from placement to placement, they said they are often not given any warning and feel like they are being punished. They would like more notice so they can pack, say goodbyes and make sure they get all of their personal belongings.

Youth discussed how they were treated in foster families that have biological children, and how they often feel like they are second class and are fearful of upsetting balance in home. They said they did not want to complain about what they felt was unfair because the family had taken them in and they didn’t think they had the right to complain. The youth discussed how when they don’t feel heard by social workers or foster families they felt their only option was running away so as to get social worker/agency attention.

Overwhelmingly, the Youth expressed a desire to be heard and to be included in decisions made about them and their lives. Yolo County has made some strides in this area by creating the Transitional Age Youth (TAY) unit and setting an expectation that social workers see the children on their caseload in placement and meet with them privately during each visit. However, from the Youths perspective, Yolo County still has a ways to go to improve Youth involvement. Since adopting Safety Organized Practice (SOP) in 2010, Yolo County has been

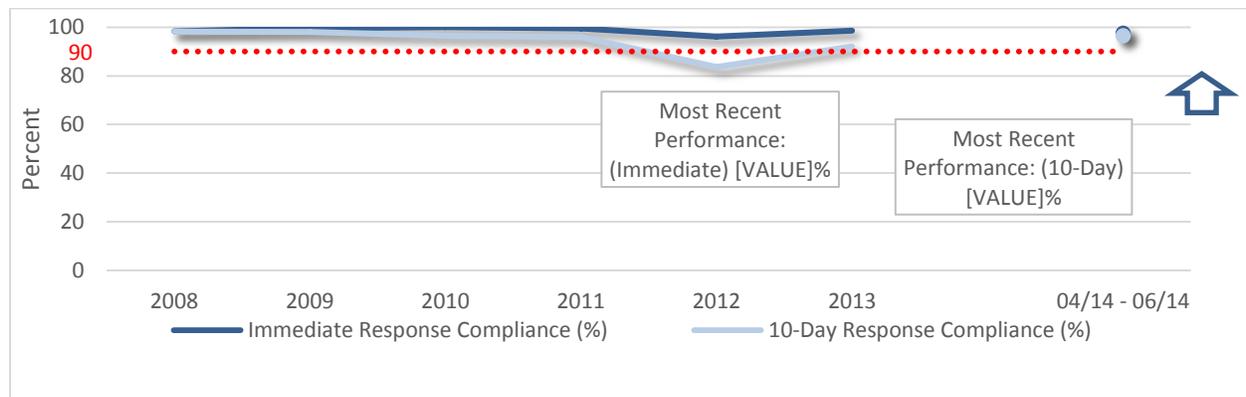
making strides to include parents in case planning and planning for their child’s permanency; however, Yolo County still needs to increase Youth participation in this process. In December 2014, Yolo County hired a SOP Family Meeting Facilitator which will help social workers have family meetings on a more regular basis. Part of this process must include encouraging Youth to attend these meetings to include their perspective. As the SOP Family Meeting Facilitator position is new for Yolo County, the County needs to develop a policy for this program, as well as tracking measures and needs to train the facilitator. The County believes that utilizing SOP Family Meetings and SOP practices is a great way to include the Youth in decisions about their family’s services, case plan, and their own permanent plan.

2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY RESPONSE

Measure: Of the referrals received during a specific period of time requiring immediate or ten-day responses, what percentage of referrals were responded to timely?

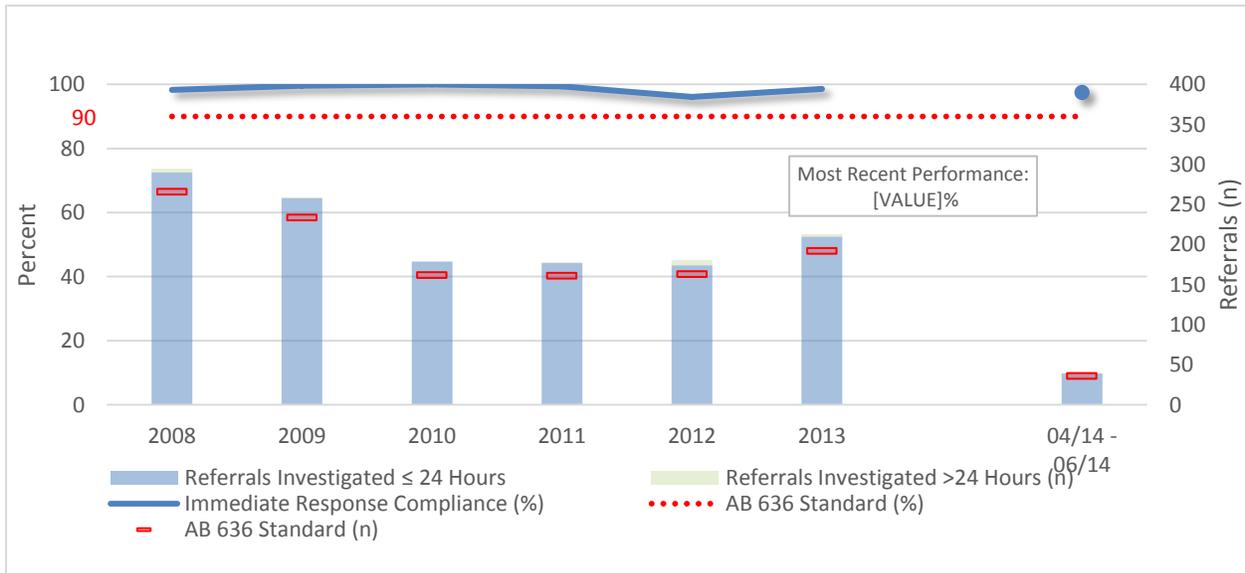
Methodology: For this measure, in order for a referral which has been assigned as an immediate response to be investigated timely, documentation of the visit or attempted visit must occur within twenty-four hours of receipt of referral; in order for a referral which has been assigned as a ten-day response to be investigated timely, documentation of the visit or attempted visit must occur within 10 days of receipt of referral.

2B Timely Response (Child Abuse/Neglect Referrals)



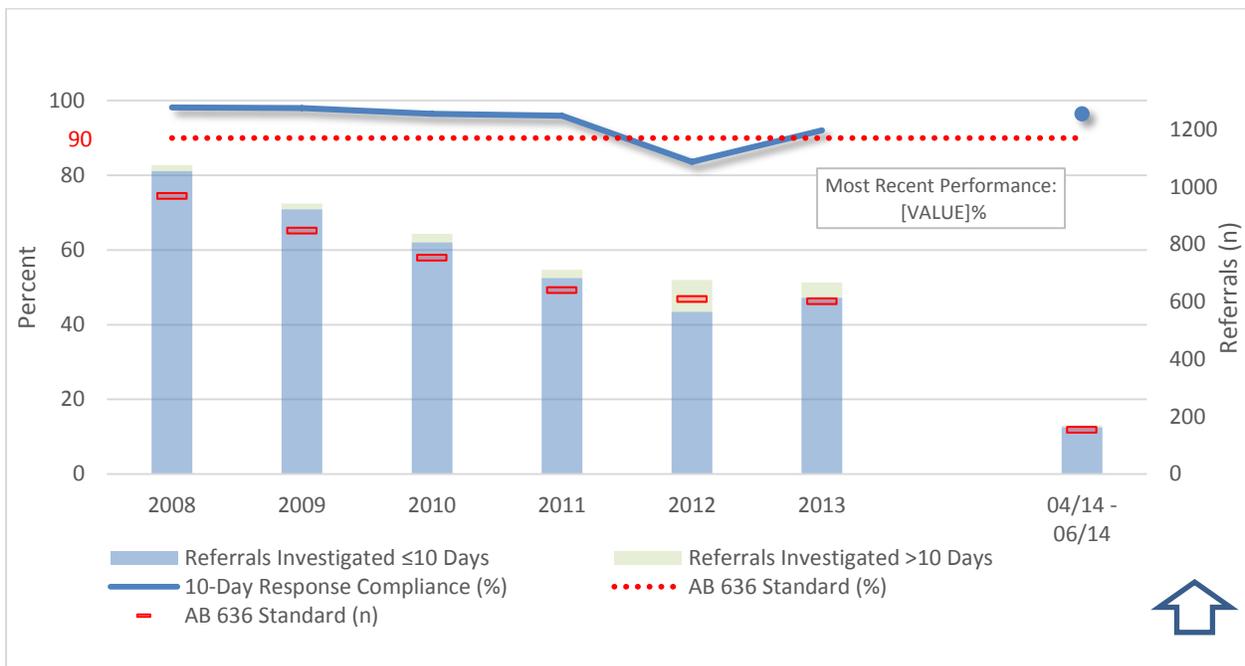
2B TIMELY RESPONSE (CHILD ABUSE/NEGLECT REFERRALS)

IMMEDIATE RESPONSE REFERRALS



2B TIMELY RESPONSE (CHILD ABUSE/NEGLECT REFERRALS)

10-DAY RESPONSE REFERRALS



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph, as data is presented in both numerical and percentage form.

TIMELY INVESTIGATIONS ANALYSIS

Yolo County is currently in compliance for both 2B Measures regarding Immediate Response (24-Hour) and 10-Day investigations of referrals alleging maltreatment of children. Yolo County has never been out of compliance with Immediate Response investigations over the course of a calendar year, or in any given quarter; Yolo County has been in compliance with this Immediate Response investigations for fifty-nine (59) consecutive quarters. Yolo County has been in compliance with 10-Day Response investigations for the past four (4) quarters and for eight (8) of the most recent twelve (12) quarters. It should be noted that referrals that meet criteria for investigation have decreased significantly over time.

Yolo County has maintained a high expectation with regard to immediate response and 10 day investigations, well beyond the State requirements. For example, it is Yolo County's policy that an immediate response referral (24 hour response required by State) receives an in-person response by the ER investigator within two hours of receipt of the report unless doing so would increase risk to the child. This expectation has allowed ER to consistently maintain a response rate that is higher than the National average.

With regard to 10 day investigations, Yolo County's ER Supervisor has set an expectation that ER investigators made a first attempt at contact within five days of receipt of the report by the County. If contact is not made by this date, the expectation is that first contact with the family will be within 10 days of receipt of the report by the County. This is well above the State expectation that a first attempt at contact be made within 10 days. Additionally, the ER Supervisor assigns investigators to a geographical area which reduces travel time between each investigation and can result in more investigations being conducted each day. Also, the ER Supervisor makes an effort to assign the same investigator to each family on subsequent referrals. This can aid the investigation process as the family already knows the investigator and less time will likely need to be spent building rapport with the family. Overall, Yolo County has worked very hard to maintain the high expectations regarding investigations to ensure that

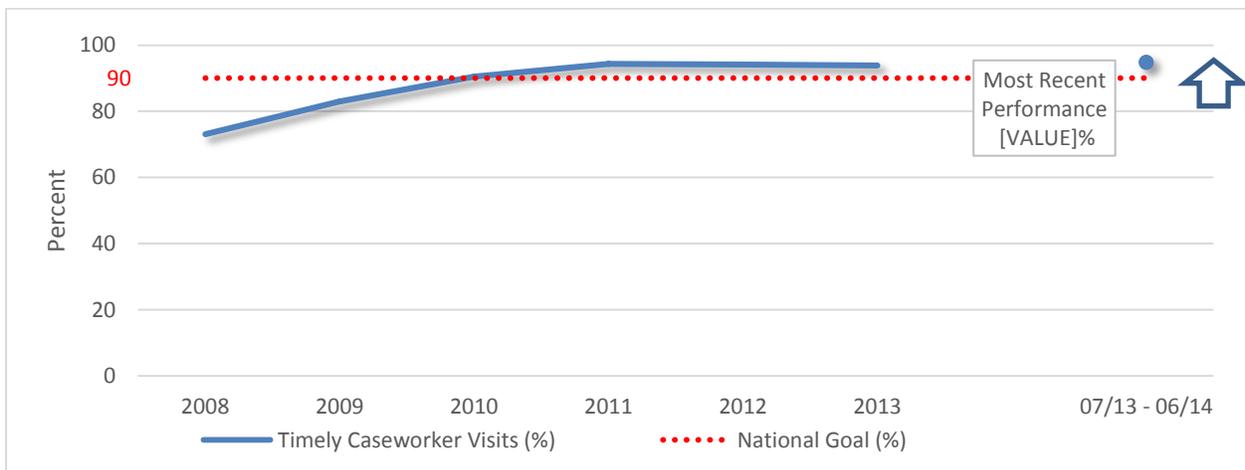
each child abuse report is investigated in an expeditious manner and that each family receives the support and services necessary to keep their children safe.

2F TIMELY CASEWORKER VISITS WITH CHILDREN

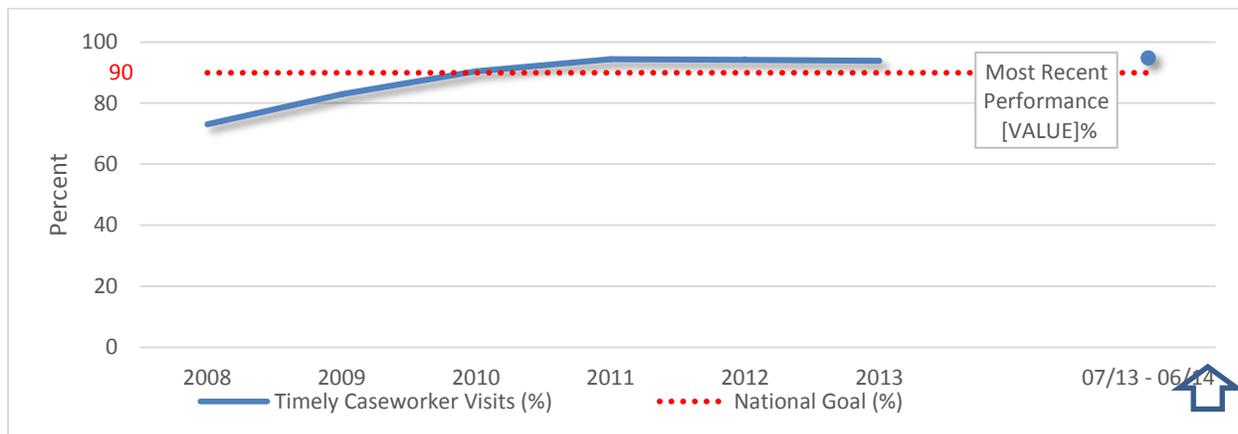
Measure: Of the children in foster care for an entire specific month, what percentage of children received an in-person visit from a child welfare worker during that month? What percentage of these in-person visits occurred at the child’s residence?

Methodology: All children under age eighteen, who are in care for the entire calendar month are counted in this measure. Age is calculated at the beginning of the specified time period. Children who are not court dependents who are placed with non-relative legal guardians are not included.

2F Timely Caseworker Visits



2F Timely Caseworker Visits



ANALYSIS

The arrow at the bottom right-hand corner of the graph indicates desired goal direction; in this case *higher* percentages correspond with successful outcomes. Please note the scale of the graph.

TIMELY CASEWORKER VISITS ANALYSIS

The data indicates that Yolo County is currently in compliance with both aspects of this Measure. With regards to the overall incidence of timely caseworker visits, Yolo County has been in compliance (based on aggregate annual data) since 2010, and for the most recent sixteen (16) quarters. With regards to the incidence of timely caseworker visits at the child's residence, Yolo County has been in compliance (based on aggregate annual data) since 2009, and for the most recent twenty (20) quarters. Both aspects of this Measure are trending positively.

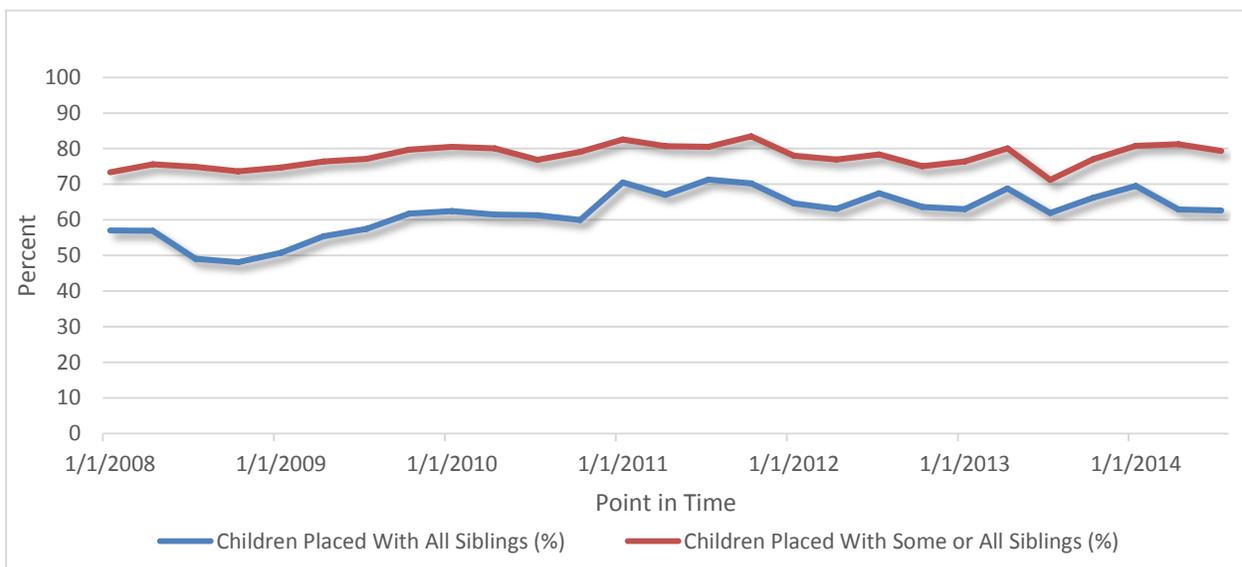
Yolo County has set an expectation that social workers will see the children on their caseload monthly and that they will see them in their placement as a preferred location. Social Workers have consistently met this expectation and do an excellent job seeing the children and meeting with them privately to discuss their needs as it relates to their placement, school, family, etc. Additionally, Supervisors review this data with social workers during supervision to ensure that they are seeing the children on their caseload and to troubleshoot any issues that may prevent the social worker from being able to see the child in that month.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

Measure: Of the children placed in care during a specific “point in time”, what percentage of children were placed with all of their siblings? (There is no federal or state standard at this time for this measure)

Methodology: This measure reports on a “point of time” instead of a period of time. Sibling groups are identified at the County level, not the state level. A sibling group size of “one” is used to signify a single child with no known siblings. When children are not in an active out of home placement, the last known placement home is used to determine whether siblings were placed together.

4A Children Placed with Siblings (Point in Time)



ANALYSIS

Each point on the set represents a specific point in time that is referenced on the horizontal (x) axis (it should be noted that there are more data points than can be accounted for on the x-axis due to space limitations). There are currently no federal or state data indicators for this Measure; however, research indicates that children in foster care have better outcomes if placed with siblings. There is no available data set that provides information about children that are only placed with “some siblings” (the data sets identify either “all” or “some or all,” but not “some”). It is clear that the majority of Yolo County children in foster placement are placed with some or all siblings, and performance on this Measure is trending positively.

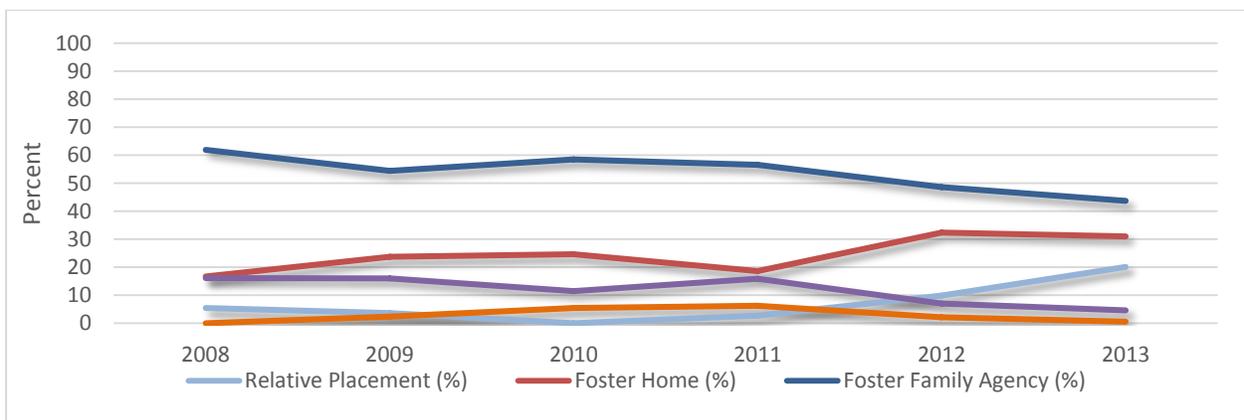
Yolo County has consistently had an expectation that all siblings should be placed together unless some reason prevented it such as abuse between siblings or one sibling has specialized needs that require a different type or level of care. Some times there are space limitations in the foster home and no single home is able to accommodate a large sibling set. Yolo County’s placement worker and social workers work hard to find placements that will accommodate all siblings or at the least some of the siblings. With the hiring of the Relative Assessment Specialist in November 2013, Yolo County has increased its relative placements which has enabled sibling groups to remain together once removed from their parents.

4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)

Measure: Of the children placed in care during a specific “point in time”, what percentage of children are placed in the least restrictive settings? (There is no federal or state standard at this time for this measure)

Methodology: These reports are derived from a longitudinal database and provide information on all entries to out-of-home care during the time period specified.

4B Least Restrictive Placements (First Entries)



ANALYSIS

Each point on the set represents a one-year period; data on this Measure is reported in “rolling quarters,” but is being presented as annual data for clarity. There are currently no federal or state data indicators for this Measure. The data indicates that the majority of children who enter foster care for the first time in Yolo County will be placed in into a foster home (and most likely, via a foster family agency). However, the data also shows an increasing

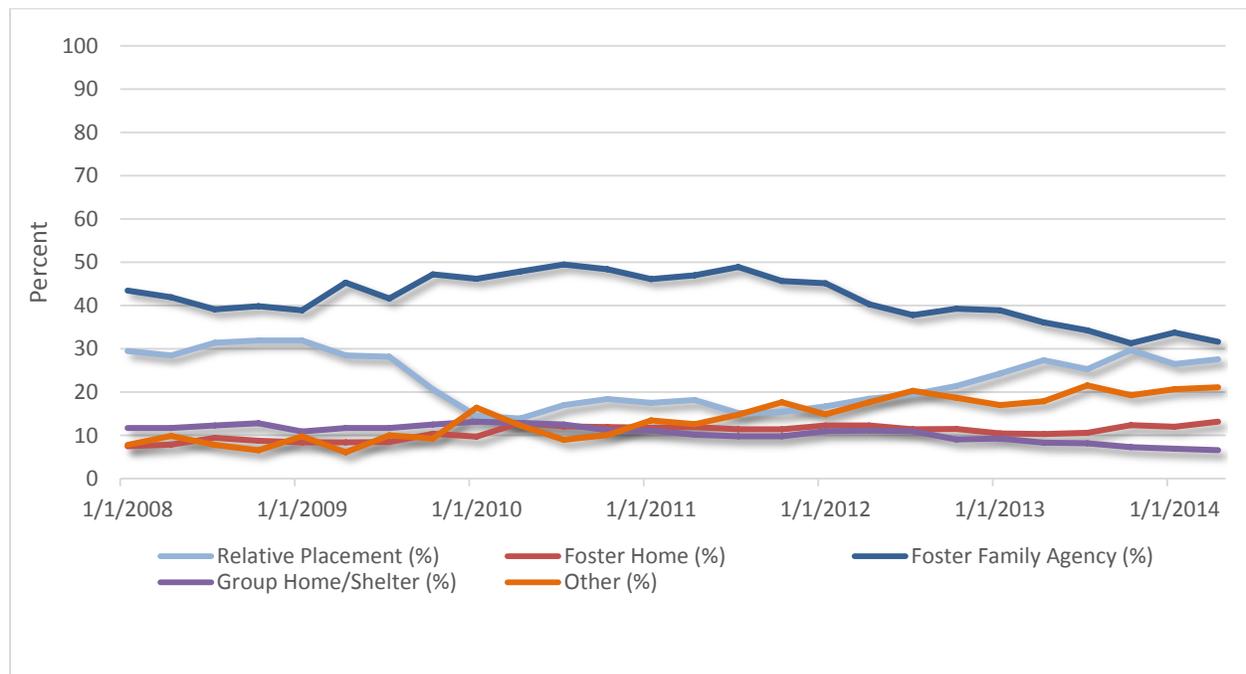
trend (beginning in 2011) towards relative placement as the first placement setting. The data also shows a downward trend in using Foster Family Agency homes which is most likely due to the increase in relative placements and the use of Yolo County Licensed Foster Homes, both of which are considered less restrictive foster care settings as compared to a Foster Family Agency home. We are seeing an increase in the amount of FFA placements in the last six months as well as more children being placed out of county as local foster homes are refusing placements to frequent visitation plans.

4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)

Measure: Of the children placed in foster care during a “point in time”, what percentage of children were placed in least restrictive environment?

Methodology: Includes all children who have an open placement episode in the CWS/CMS system (excluding children who have an agency type of “Mental Health,” “Private Adoption,” or “KinGAP” on a user-specified count day (e.g., January 1, April 1, July 1, October 1) and year.

4B Least Restrictive Placements (Point in Time)



ANALYSIS

Each point on the set represents a specific point in time that is referenced on the horizontal (x) axis (it should be noted that there are more data points than can be accounted for on the x-axis due to space limitations). There are currently no federal or state data

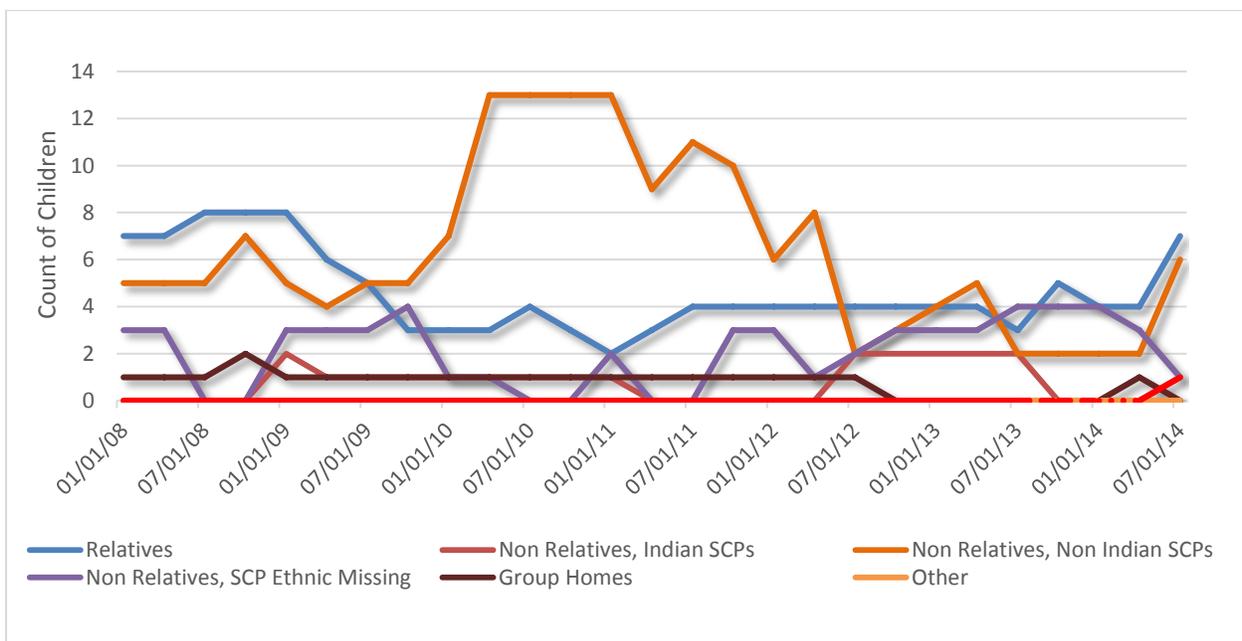
indicators for this Measure. The data indicates a declining trend of foster care placement and increasing trends in relative and “other” placements over the past four (4) years. Other placement homes are consider Non-Related Extended Family Member homes such as teachers, coaches, family friends, etc. Yolo County has worked very hard to decrease the number of children placed in Group Homes as is evidenced by the downward trend in the data shown above. Additionally, Yolo County has also worked hard to move children into the least restrictive foster care setting by assessing relatives, searching for NREFM homes and moving children into Yolo County Licensed Foster Homes to keep them in Yolo County. These efforts have resulted in more kids being placed in the least restrictive placement.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

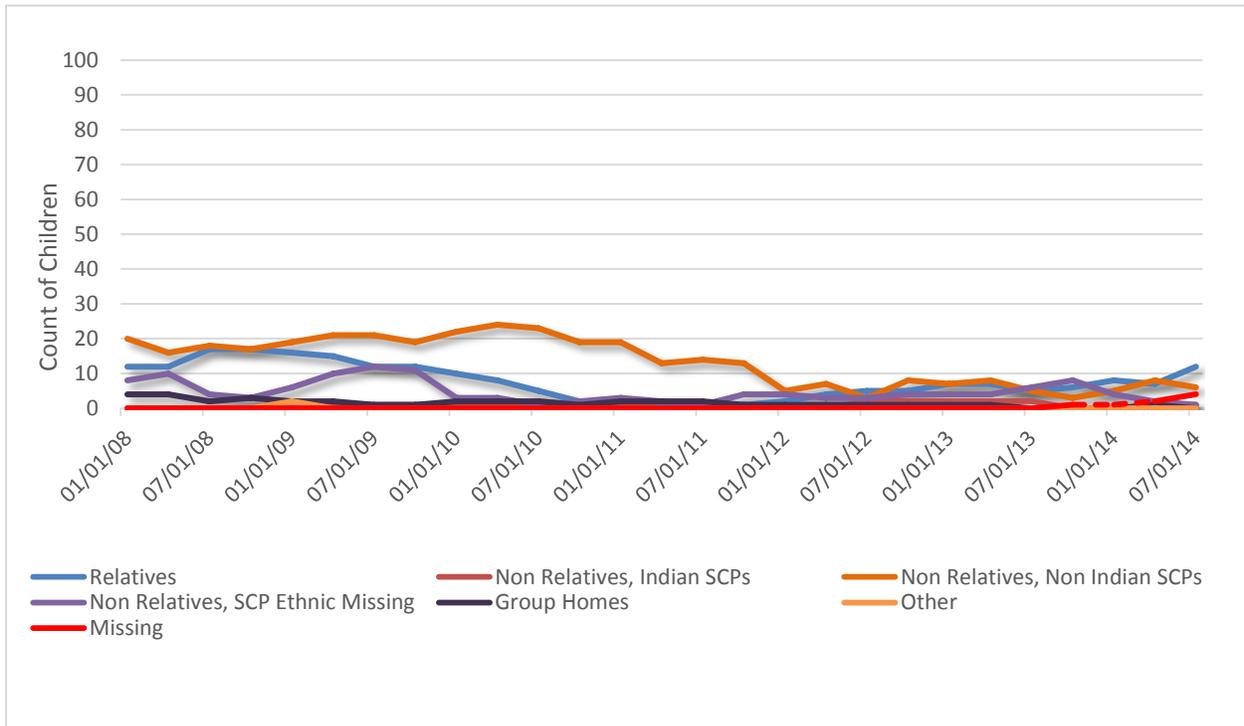
Measure: Of the children whom are ICWA eligible, during a “point in time” in placement, how many children were placed with relatives, non-relative American Indian substitute care providers (SCP’s), non-relative and non-American Indian SCP’s, and group homes.

Methodology: Placement status takes placement type, child relationship to substitute care provider and substitute care provider ethnicity into account.

4E (1) Placement Status for Children With ICWA Eligibility, (Point in Time)



4E (2) Placement Status for Children with Primary or Mixed (Multi) Ethnicity of American Indian (Point in Time)



ANALYSIS

Each point on the set represents a specific point in time that is referenced on the horizontal (x) axis (it should be noted that there are more data points than can be accounted for on the x-axis due to space limitations). Note the scale of the graph, as the data is presented numerically, and not as percentages. There are currently no federal or state data indicators for this Measure. The data indicates a shift towards relative placement for children with Indian heritage.

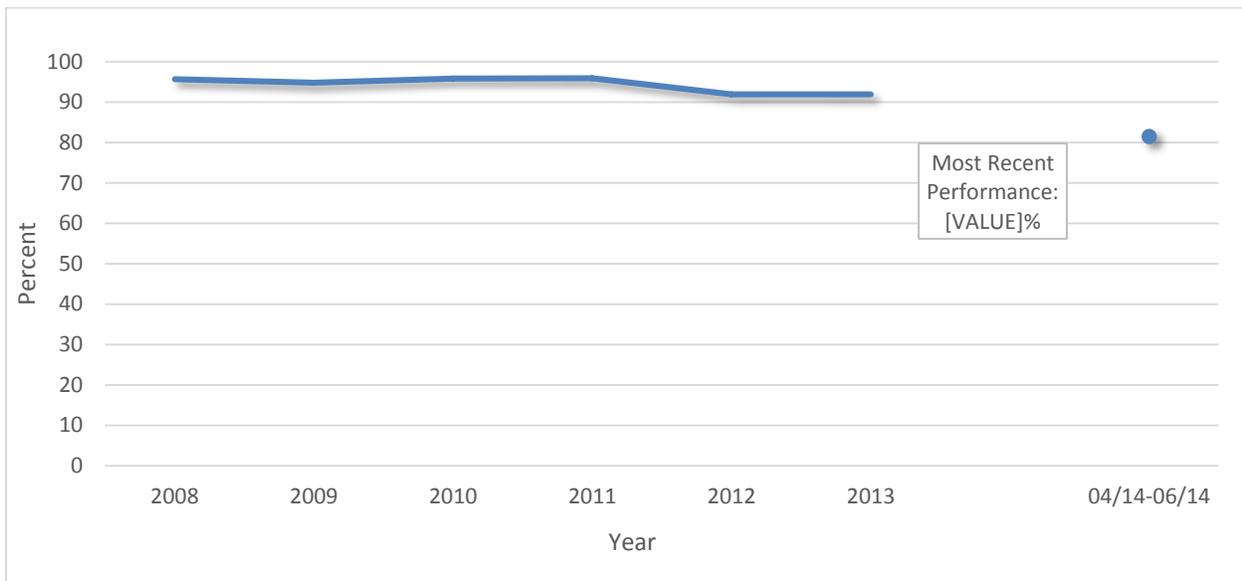
In November 2013, Yolo County hired a Relative Assessment Specialist to assess relatives in an effort to place children with their relatives more quickly. As indicated in the data, Yolo County has increased relative placements for ICWA eligible children. It must also be noted that the data includes missing data such as the SCP’s primary ethnicity. This missing data is important for this measure and could impact the overall data either positively or negatively. As a result, Yolo County must work to ensure that all SCP’s primary ethnicity is entered into the CWS/CMS database upon entering the placement information to avoid or minimize such data problems in the future.

5B (1) RATE OF TIMELY HEALTH EXAMS

Measure: Of the children in foster care during a specific time period, what percent has received a timely CHDP exam?

Methodology: Children in open out-of-home placements are counted in this measure. Children that are excluded are children in placement for less than thirty-one days, children residing outside of California and non-child welfare placements.

5B (1) Rate of Timely Health Exams



ANALYSIS

There are currently no federal or state data indicators for this Measure. The data demonstrates that, beginning in 2002, over 90% of Yolo County children in foster care receive timely health examinations (based on annual aggregate data). However, the most recent data suggests a significant decline to (81.5%) during the most recent reporting period (a period of time covering April 1, 2014 to June 30, 2014).

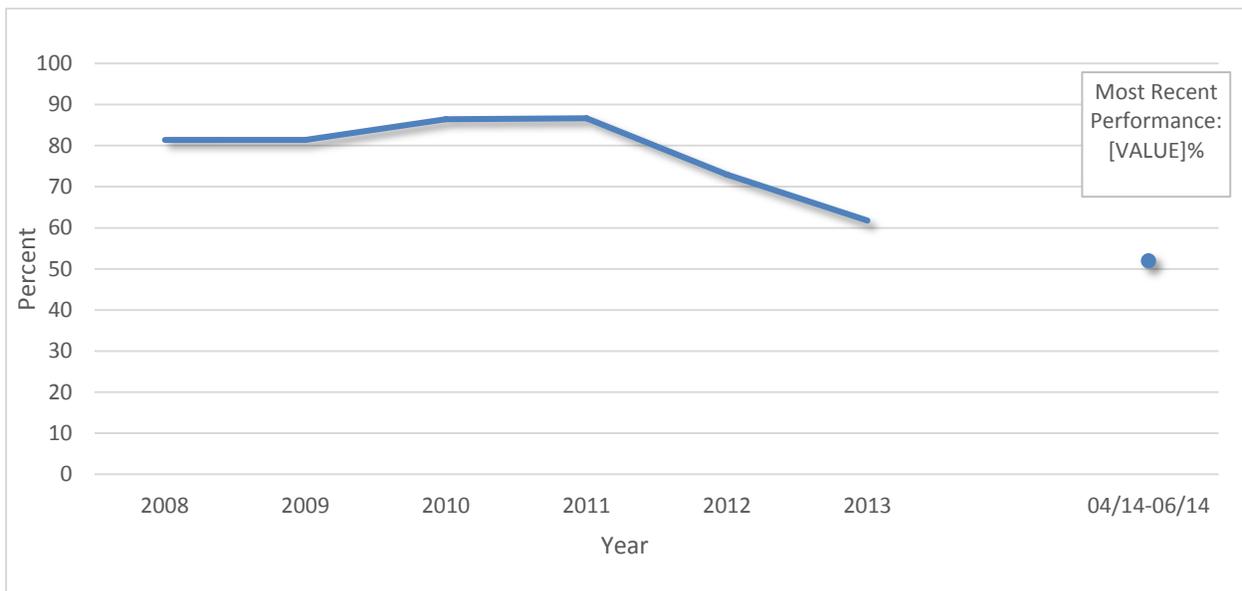
This decline is likely related to the fact that the Foster Care Public Health Nurse retired in April 2014 and during this time, health exams were not being recorded in the CWS/CMS database. Yolo County hired another Foster Care Public Health Nurse (HCPCFC) at the end of September 2014, who after being trained on using the CWS/CMS database and general HCPCFC duties, began in early November 2014 to work on recording all of the health exams for foster children in the CWS/CMS database. As a result, the data is expected to increase back to its previous level.

5B (2) RATE OF TIMELY DENTAL EXAMS

Measure: Of the children in foster care during a specific time period, what percentage of children have received a dental exam?

Methodology: All children in out-of-home placements are counted in this measure. Children that are excluded are children in placement for less than 31 days, children residing outside of California, and non-child welfare placements.

5B (2) Rate of Timely Dental Exams



ANALYSIS

There are currently no federal or state data indicators for this Measure. The data demonstrates that, beginning in 2002, over 70% of Yolo County children in foster care were receiving timely dental examinations (based on annual aggregate data), and that this statistic trended upward until 2011 (86.7%). However, there has been a significant decline in performance over the past two years; in 2013, the percentage of children receiving timely dental examinations fell to 61.8%, and the rate for the most recent reporting period (a period of time covering April 1, 2014 to June 30, 2014) is 52%. The data suggests that there have been delays to children receiving timely dental examinations.

With the retirement of the Foster Care Public Health Nurse in April 2014, dental exams were no longer being recorded in the CWS/CMS database. Since Yolo County hired a new Foster Care Public Health Nurse, the dental exams are now being recorded in the CWS/CMS database.

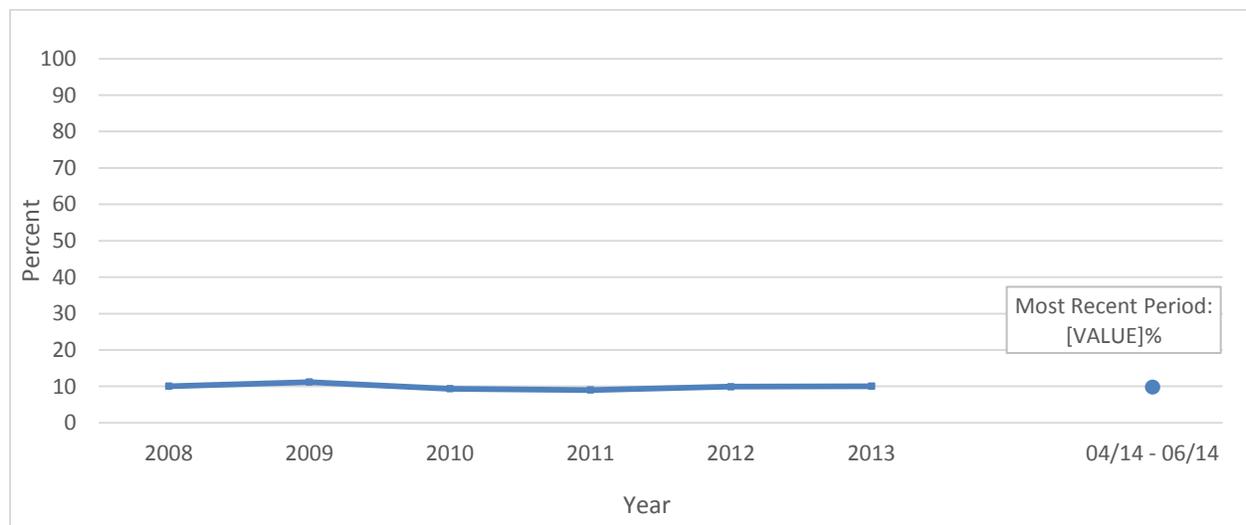
As a result, the data for dental exams is expected to increase back to its former rate. While there may be some delay in receiving timely dental exams, the decrease in rate is more likely due to the lack in recording the data.

5F PSYCHOTROPIC MEDICATIONS

Measure: Of the children in foster care during a specific time period, what percentage of children have a court order or parental consent that authorizes the child to receive psychotropic medication?

Methodology: All children under age nineteen as of the last day of the quarter are counted in this measure, except for children that are non-child welfare placements, incoming ICPC placements, and non-dependent/legal guardians.

5F Authorized For Psychotropic Medication



ANALYSIS

There are currently no federal or state data indicators for this Measure. The data suggests a fairly stable trend regarding authorizing psychotropic medication for children (at or near 10% over the past ten years).

Despite the trend indicating a pattern of at or near 10% of foster children being authorized for psychotropic medication, Yolo County acknowledges that there are likely some data entry issues with this numeric. Since the foster care Public Health Nurse retired in April 2014, many of the psychotropic medication authorizations have not been entered or updated in

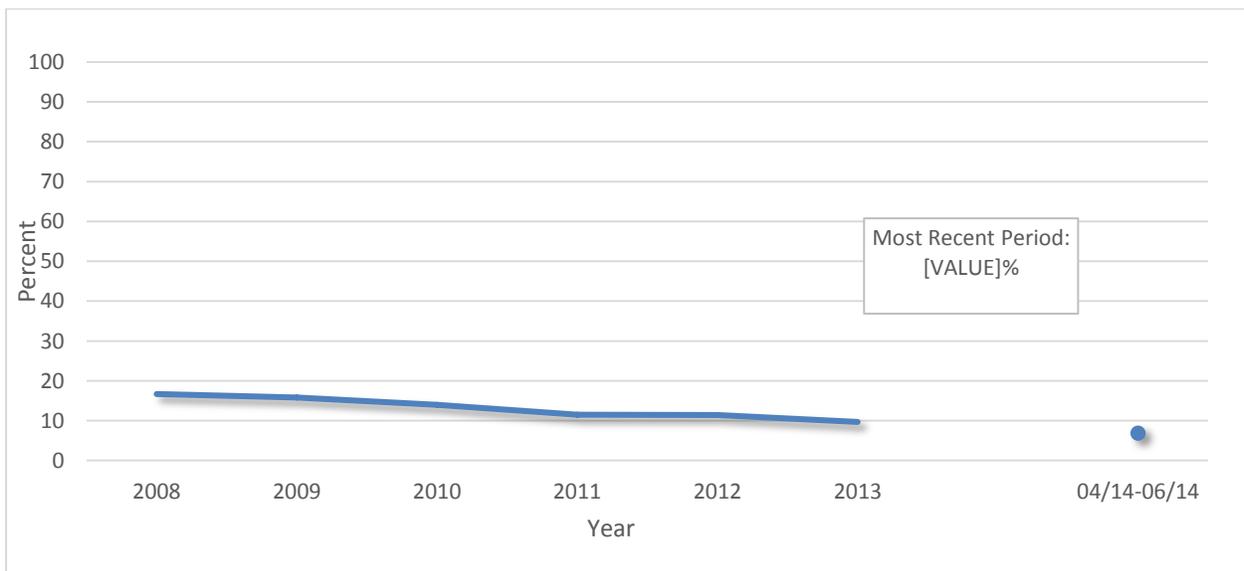
the CWS/CMS database. This backlog could represent either an increase in authorizations for medication or a decrease depending up the situation for each child. Since Yolo County hired a new Foster Care Public Health Nurse and Public Health Nurse Supervisor, they have been working to streamline the data entry process and to ensure that psychotropic medication authorizations are accurately documented and monitored. The Foster Care Public Health Nurse and Supervisor have committed to reviewing each foster child’s medication, dosage and the duration of treatment to ensure that they children are receiving the appropriate dosage, for the appropriate length of time and that they are not receiving too many of the same family of medication. This increased monitoring will help ensure that Yolo County’s foster children are not being over medicated.

6B INDIVIDUALIZED EDUCATION PLAN

Measure: Of the children in foster care during a specific time period, what percentage of children have ever had an Individualized Education Plan (IEP)?

Methodology: This report provides the number of children under age nineteen in out-of-home placements who have ever had an IEP.

6B Children With Individualized Education Plan

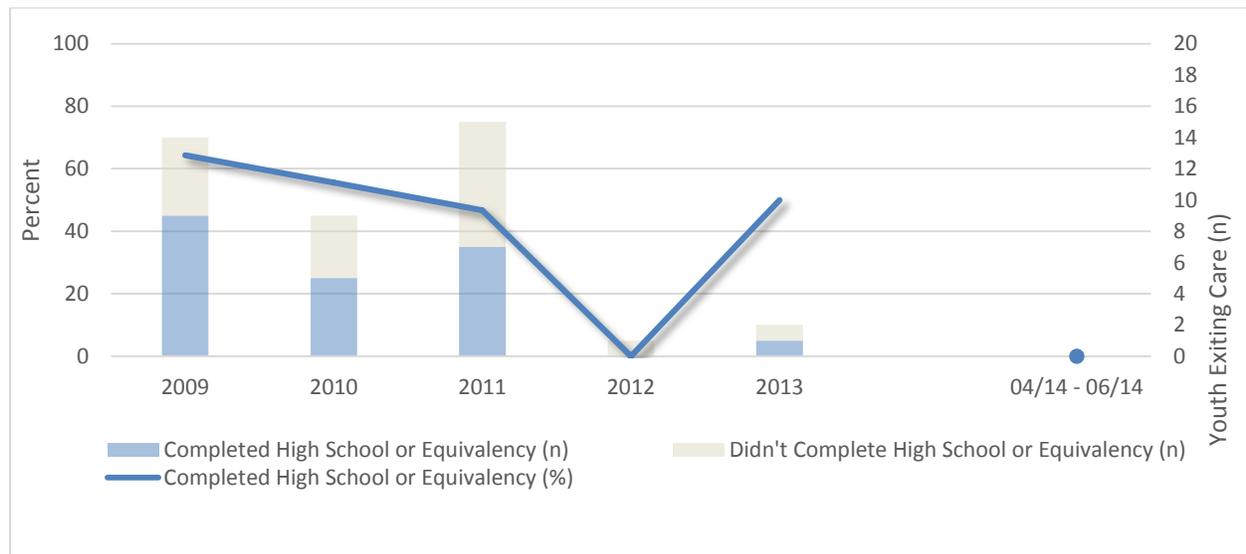


ANALYSIS

There are currently no federal or state data indicators for this Measure. The data indicates that the percentage of Yolo County children in foster care who have ever received Individualized Education Plans has steadily declined since 2008.

This data can only be considered as good as the data entered into the CWS/CMS database. In previous years, the Foster Care Public Health Nurse entered IEP information into the CWS/CMS database. However, with the Foster Care Public Health Nurse changing several times over the years due to retirement, this information was not always entered into the database. As a result, the information extracted for this data set is not likely an accurate reflection of the percentage of foster children with an IEP. Yolo County needs to make an active effort to ensure that this data is being entered into the database for every foster child that has an IEP.

8A COMPLETED HIGH SCHOOL EQUIVALENCY, Youth Transitioning From Foster Care



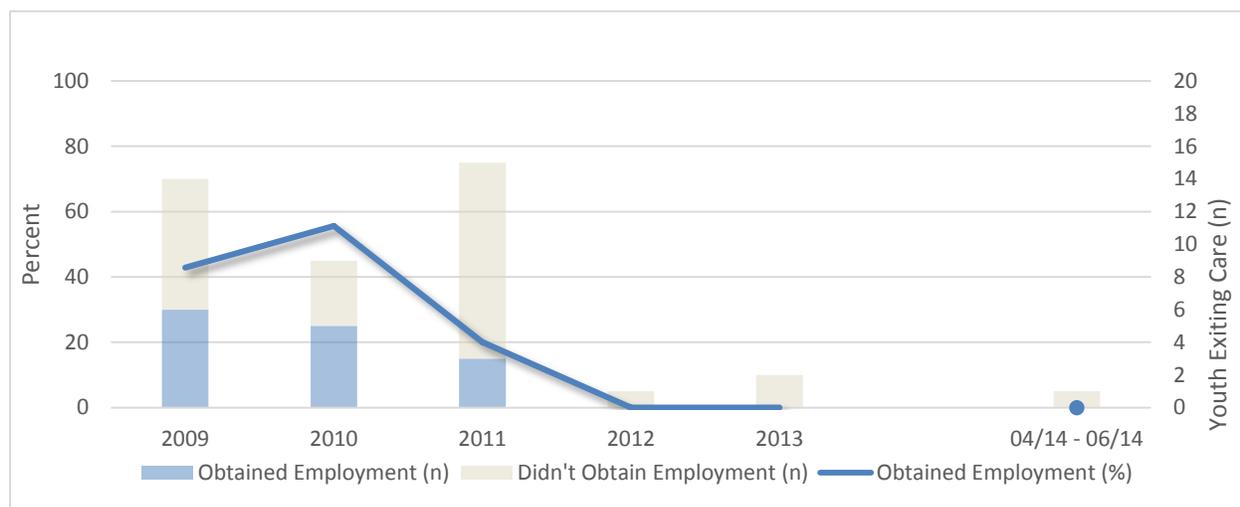
ANALYSIS

There are currently no federal or state data indicators for this Measure. There are currently no cases that meet criteria for review of this Measure (however, this may be a data integrity issue, as there are other 8A indicators that have cases for the same time frame). The small and limited data set complicates performance analysis of this Measure. It should be

noted that the number of cases that meet criteria for this Measure has decreased significantly over the past two (2) years.

Looking at the data represented in the above graph, it appears that Yolo County had zero youth complete high school or obtain their high school equivalency. However, this data is inaccurate, likely due to data entry error. In 2014, Yolo County had 20 youth graduate from high school which was a rate of 75%. Of those 20, 18 went on to some form of higher education such as University, Vocational Education, or Junior College. Yolo County is tremendously proud of the high graduation rate for its Youth. This success is largely due to the work of the Transitional Age Youth (TAY) unit and the ILP Coordinator, who have worked to engage Youth in a different way and to motivate them to make their education a priority. The intensive case management provided by the TAY unit, makes them more accessible to their Youth and better able to support their needs than ever before.

8A OBTAINED EMPLOYMENT, YOUTH TRANSITIONING FROM FOSTER CARE



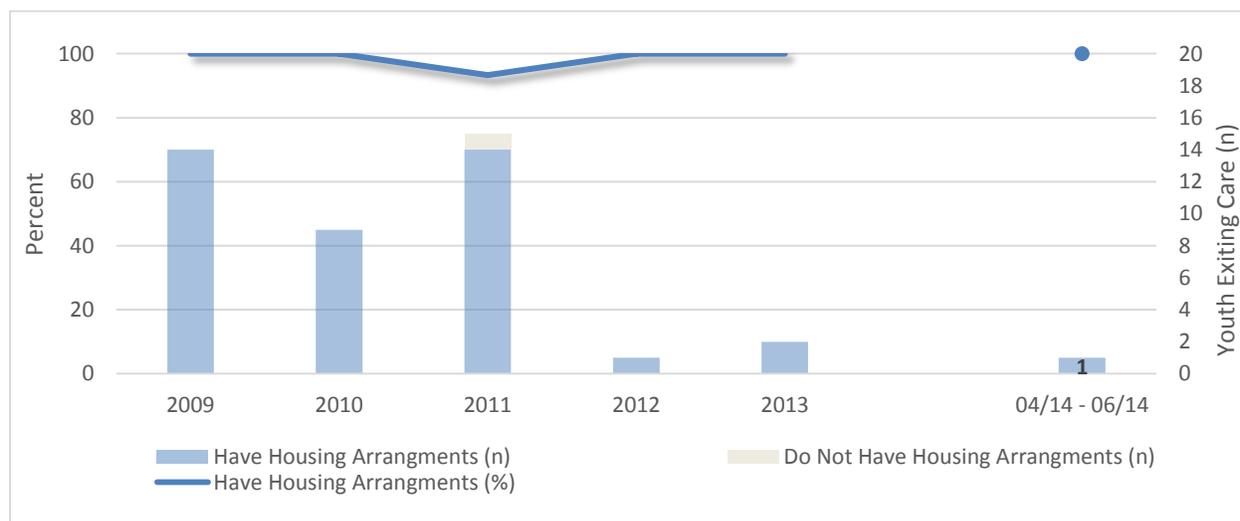
ANALYSIS

There are currently no federal or state data indicators for this Measure. The small and limited data set complicates performance analysis of this Measure; the appearance of a declining trend is partly explained by the fact that the number of cases that meet criteria for this Measure has decreased significantly over the past two (2) years.

In 2014, Yolo County had 20 Youth graduate from high school and 18 of those 20 graduates went on to some form of higher education, which means that they did not seek

employment post-graduation. Yolo County is proud of the youth who have graduated and are seeking a higher education and is hopeful that their education will lead them to better employment opportunities in the future.

8A HOUSING ARRANGEMENTS, YOUTH TRANSITIONING FROM FOSTER CARE

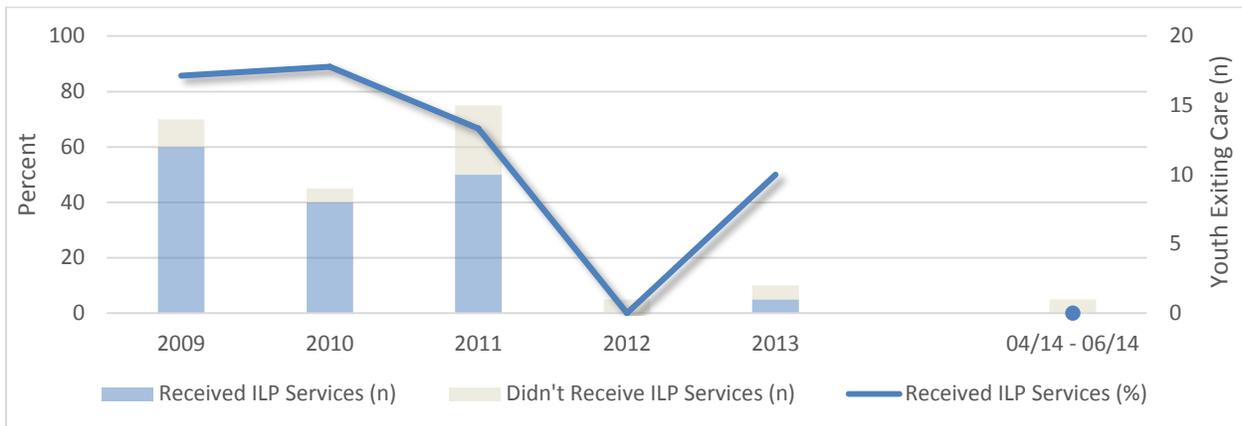


ANALYSIS

There are currently no federal or state data indicators for this Measure. The small and limited data set complicates performance analysis of this Measure, although there does appear to be a stable trend; the overwhelming majority of Yolo County children transitioning from foster care have housing arrangements. It should be noted that the number of cases that meet criteria for this Measure has decreased significantly over the past two (2) years.

With the implementation of AB12, the majority of youth over 18 are choosing to remain in EFC after 18. Of those that choose to exit foster care, Yolo County holds a 90 day Transition meeting with the case carrying social worker, the ILP coordinator, Foster Youth Liaison from the Yolo County Office of Education and the youth’s foster parent or relative caretaker to develop a transition plan. This transition plan covers the topics of education, housing, employment, and connections important adults.

8A RECEIVED ILP SERVICES, YOUTH TRANSITIONING FROM FOSTER CARE

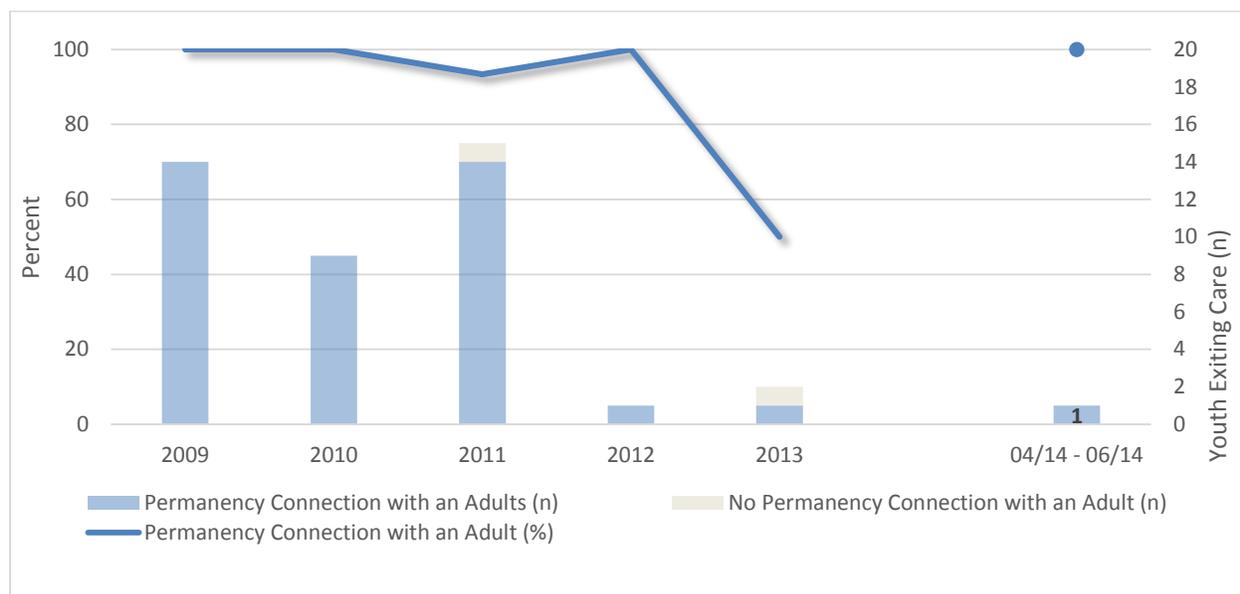


ANALYSIS

There are currently no federal or state data indicators for this Measure. The small and limited data set complicates performance analysis of this Measure; the appearance of a declining trend is partly explained by the fact that the number of cases that meet criteria for this Measure has decreased significantly over the past two (2) years.

With the implementation of AB12, the majority of youth turning 18 in Yolo County are choosing to remain in EFC. As a result, more youth have chosen to remain in care and are continuing to participate in ILP services in EFC. The ILP Coordinator does a tremendous amount of outreach work with the youth to encourage them to participate in ILP services as soon as they are eligible. The ILP coordinator ensures that ILP eligible youth are aware of the benefits of participating in ILP and that they have access to participating in ILP services.

8A PERMANENCY CONNECTION WITH AN ADULT (YOUTH TRANSITIONING FROM FOSTER CARE)



ANALYSIS

There are currently no federal or state data indicators for this Measure. The small and limited data set complicates performance analysis of this Measure; the appearance of a declining trend is partly explained by the fact that the number of cases that meet criteria for this Measure has decreased significantly over the past two (2) years. The overwhelming majority of Yolo County children transitioning from foster care have a permanency connection with an adult.

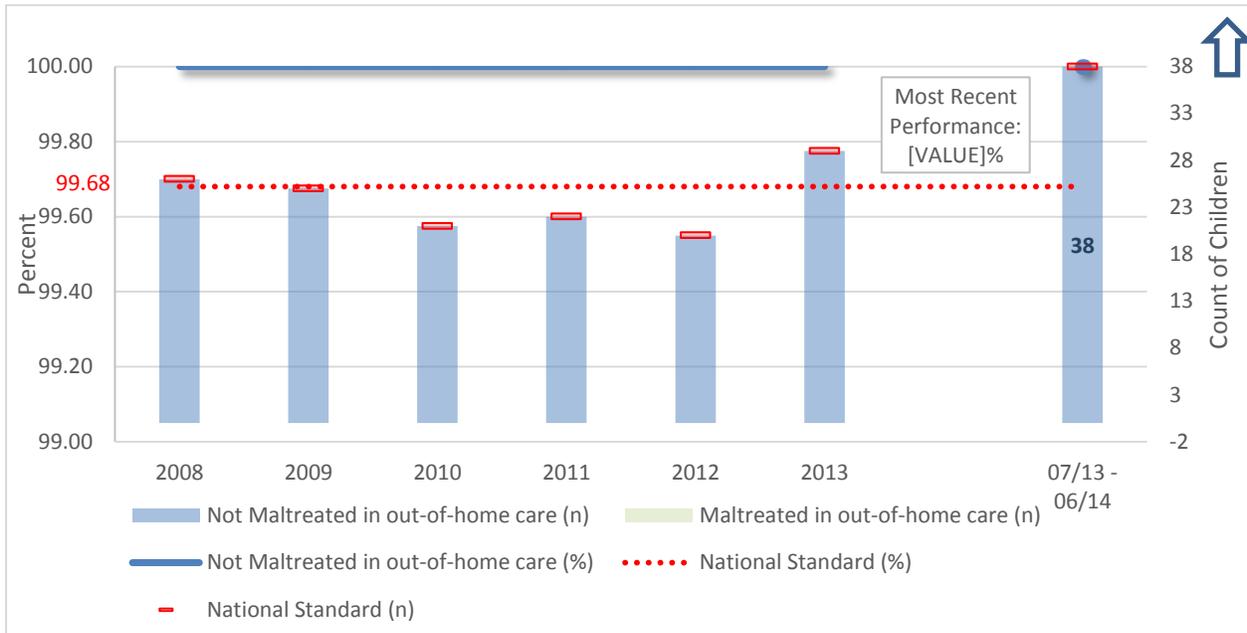
Child Welfare has set an expectation that children transitioning from foster care as well as children currently in foster care have a permanency connection with at least one adult. Social Workers and Transitional Age Youth workers engage the youth in a discussion about who they want to have a connection with and in planning for how this contact is to occur.

PROBATION

S1.1 NO RECURRENCE OF MALTREATMENT (FEDERAL STANDARD \geq 94.6%)

This measure does not apply to Probation.

S2.1 NO MALTREATMENT IN FOSTER CARE (FEDERAL STANDARD ≥ 99.68%)

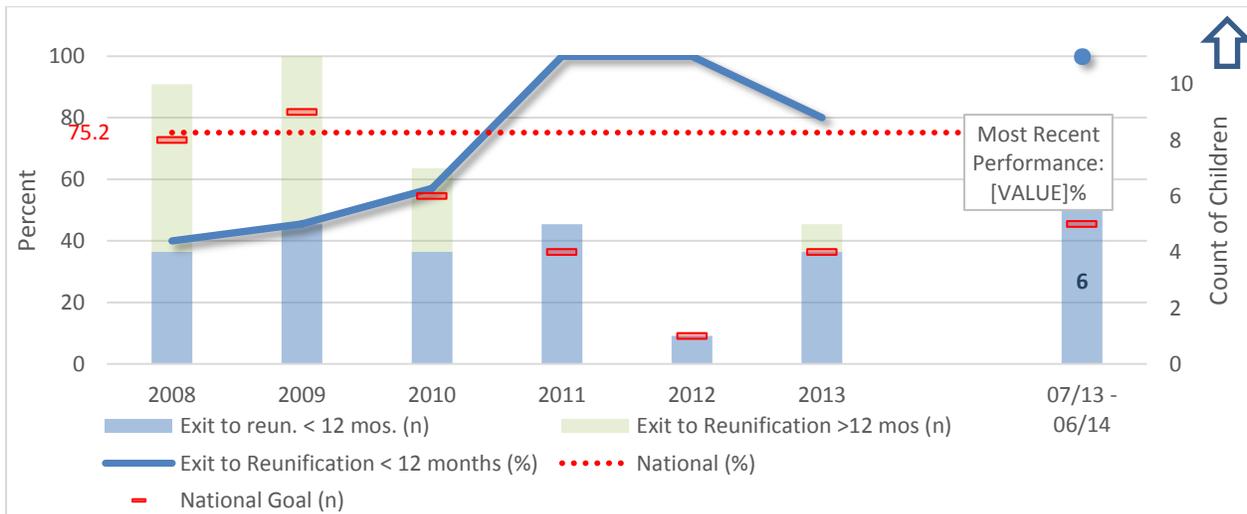


ANALYSIS

Yolo County has been in compliance with this Measure (based on aggregate annual data) since 2008; there have been no documented cases of abuse occurring in foster care involving a Yolo County youth supervised by Probation since 2008.

C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT) (FEDERAL STANDARD ≥ 75.2%)

Overall analysis of reunification C1.1 – C1.3 is included after the data for C1.3 is presented.



ANALYSIS

Yolo County is currently in compliance with this Measure and has been in compliance (based on aggregate data) since 2011.

C1.2 MEDIAN TIME OF REUNIFICATION (EXIT COHORT) (FEDERAL STANDARD ≤ 5.4%)

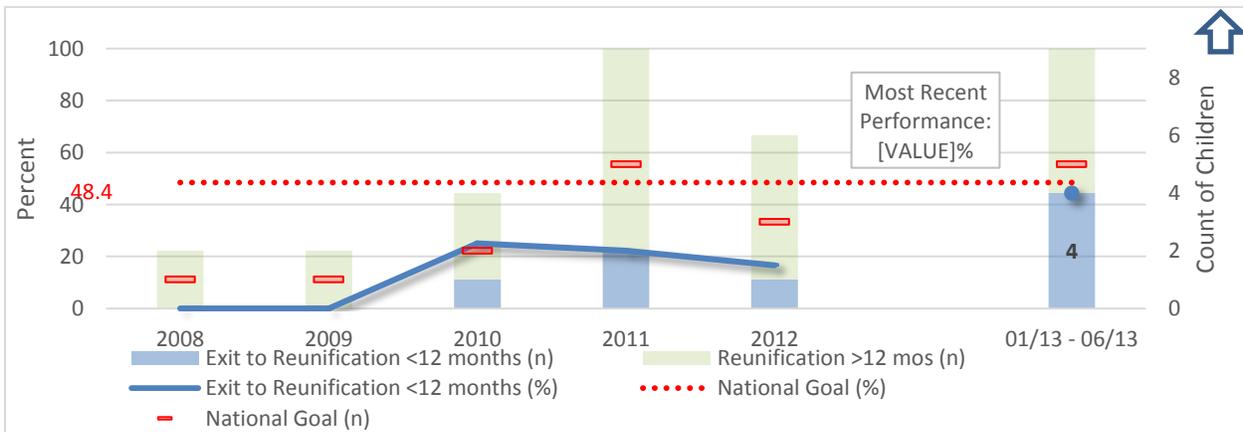
Overall analysis of reunification C1.1 – C1.3 is included after the data for C1.3 is presented.



ANALYSIS

Yolo County is currently out of compliance with this Measure, and has been out of compliance (based on aggregate annual data) since 2008.

C1.3 Reunification within 12 Months (Entry Cohort) (Federal Standard ≥ 48.4%)

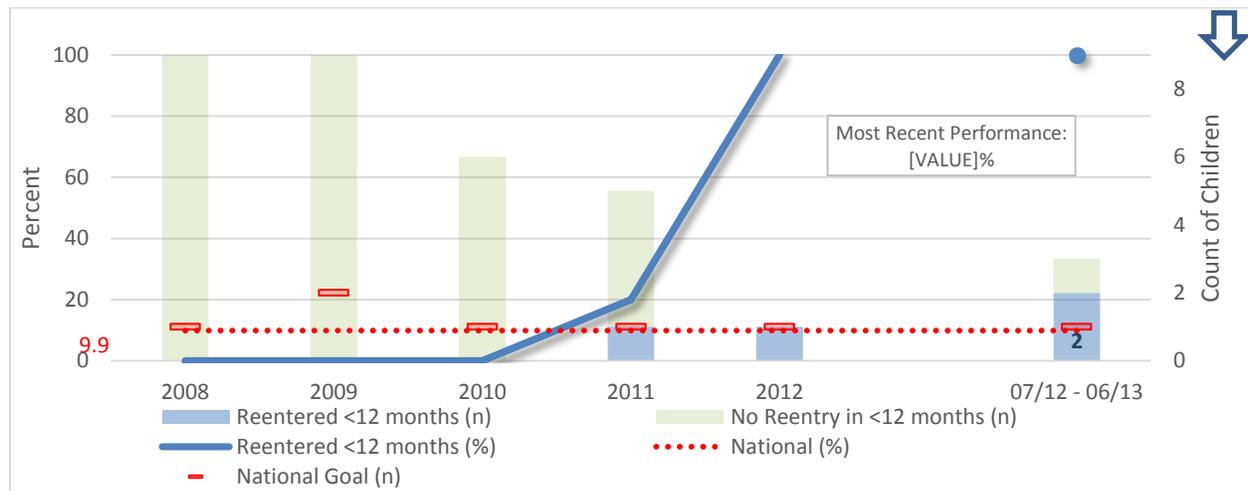


ANALYSIS

Yolo County is currently out of compliance with this Measure, and has been out of compliance (based on aggregate annual data) since 2008.

Stakeholders acknowledged Probation officers for their excellent collaboration with service providers, relationship building and engagement with families as best practices for helping families achieve timely and successful reunification. The use of motivational interviewing is another best practice. Barriers to successful reunification include youth being placed far from home (missing family, peer connections), youth choosing to leave placement, lack of investment in treatment programs and mental health needs not being met. Lack of parent support/engagement while youth are in placement and lack of necessary services being provided to youth in placement were identified as additional challenges. Youth may experience additional challenges to staying in placement due to failure to follow rules, drug use and violence that often leads to youth being asked to leave placement.

C1.4 REENTRY FOLLOWING REUNIFICATION (FEDERAL STANDARD ≤ 9.9%)



ANALYSIS

Yolo County is currently out of compliance with this Measure, and has been out of compliance (based on aggregate annual data) since 2011.

Probation made reentry following reunification the focus of the peer review and will continue to focus on reentry in the SIP. Stakeholders identified several best practices for maintaining youth in their home to prevent re-entry into placement including engagement with the youth and parent early in the case, PO collaboration with service providers, regular case staffing, use of Wraparound and natural supports for youth and consistent use of risk/needs assessment tools. The variety of intervention programs available for youth at risk of placement

was also identified as a strength for the county (individual therapy, FFT, TFCBT, TBS, CBS and WRAP).

Factors that may lead to re-entry into placement include criminogenic risk factors that are not addressed or addressed properly during initial placement and treatment. At times, the recommendation for community based services is overridden by the Court. The Court then orders the minor out of home. Many times, this has happened due to numerous violations of Probation/Court orders. Additionally, the court may order out of home placement for youth who are over the age of 18 and eligible for Extended Foster Care (EFC) or at the minor's request.

Yolo County Probation hopes to increase evaluation of treatment success to determine whether protective factors are being increased to reduce re-entry. Stakeholders identified other areas for improvement of services when planning to transition (reintegrate) youth into their community. Probations officers should ensure that appropriate referrals to community based services, resources, and job search / work experience programs are made early prior to youth returning home. Additionally, early connection to schools may improve youth access to higher education or completion of high school prior to being released from placement. Early attempts to schedule school hearings for re-entry to districts may improve chances for youth to enroll in mainstream schools instead of alternative education programs.

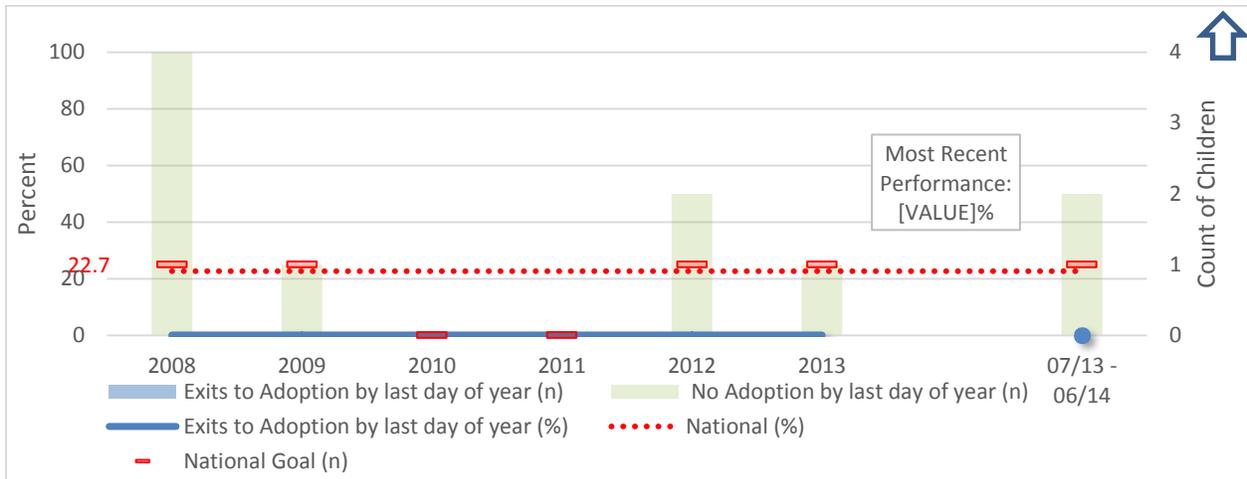
C2.1 ADOPTION WITHIN 24 MONTHS (EXIT COHORT) (FEDERAL STANDARD \geq 36.6%)

Yolo County has no youth that met criteria for inclusion in this Measure since 2008.

C2.2 MEDIAN TIME TO ADOPTION (EXIT COHORT) (FEDERAL STANDARD \leq 27.3 MONTHS)

Yolo County has no youth that met criteria for inclusion in this Measure since 2008.

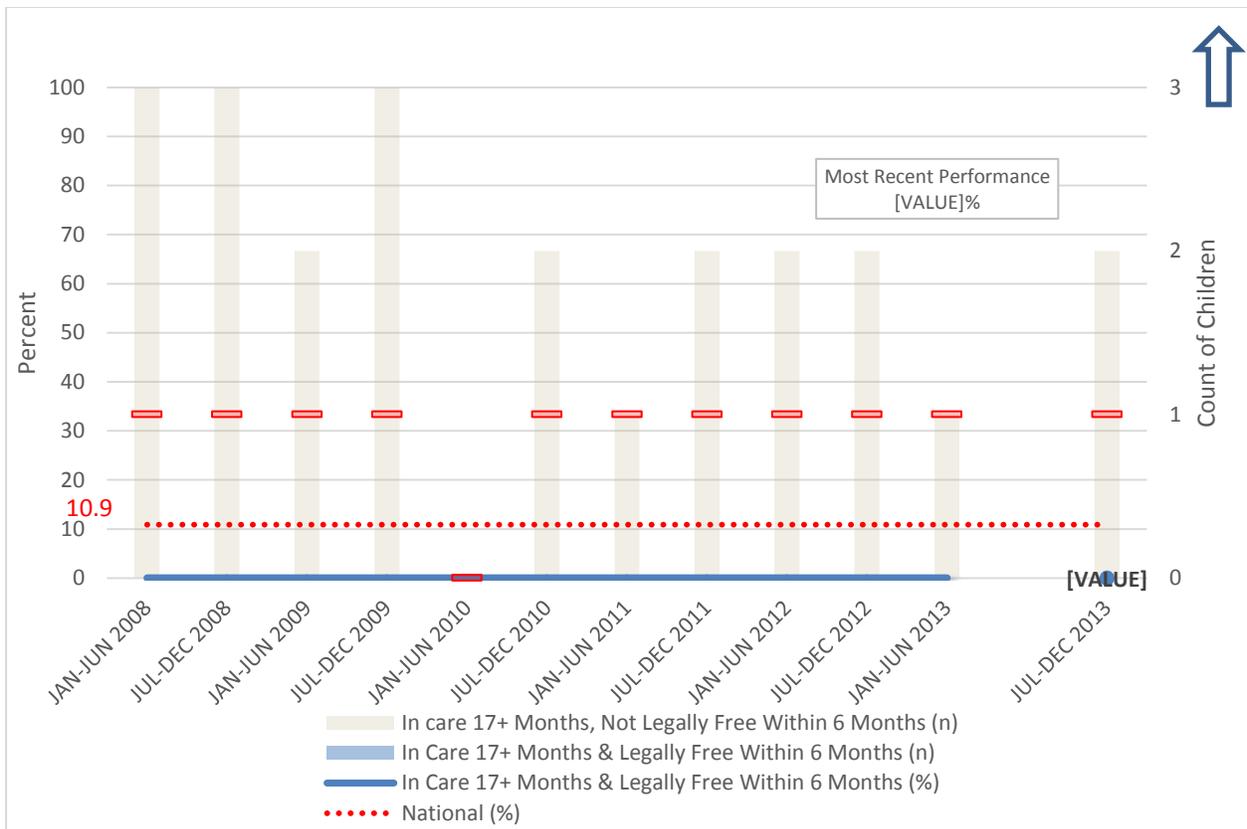
C2.3 ADOPTION WITHIN 12 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD ≥ 22.7%)



ANALYSIS

Yolo County is currently out of compliance with this Measure and has been out of compliance (based on aggregate annual data) since 2008. It should be noted that no youth met criteria for inclusion in this Measure in 2010 or 2011.

C2.4 LEGALLY FREE WITHIN 6 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD ≥ 10.9%)



ANALYSIS

Yolo County is currently out of compliance with this Measure and has been out of compliance since 2008. It should be noted that no youth met criteria for inclusion in this Measure in during the time period of January to June of 2010.

C2.5 ADOPTION WITHIN 12 MONTHS (LEGALLY FREE) (FEDERAL STANDARD ≥ 53.7%)

Yolo County has no youth that met criteria for inclusion in this Measure since 2008.

C3.1 EXIT TO PERMANENCY (24 MONTHS IN CARE) (FEDERAL STANDARD ≥ 29.1%)



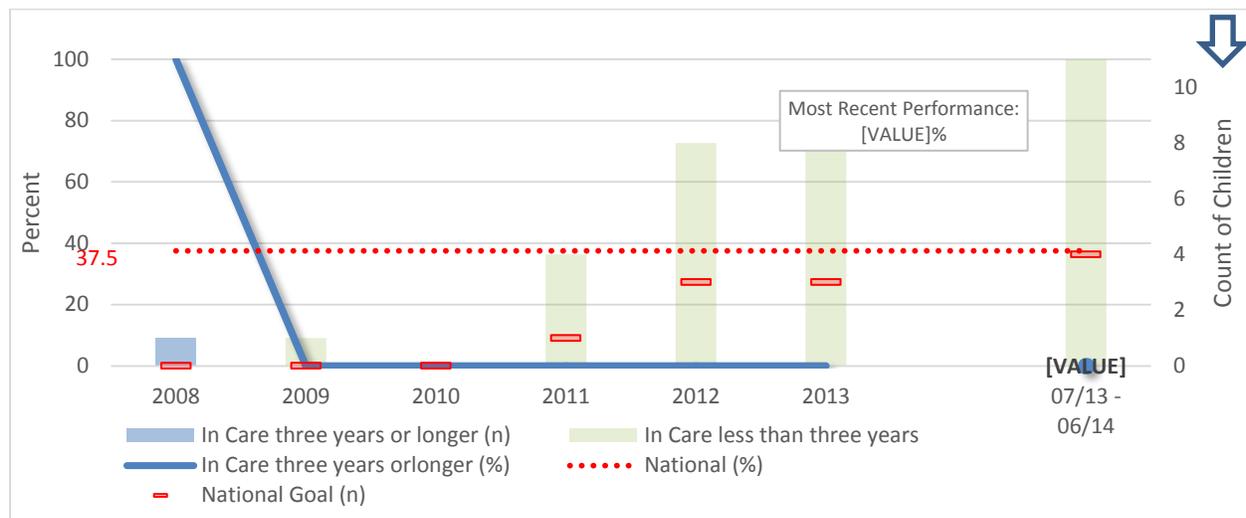
ANALYSIS

Yolo County currently has no youth that meet criteria for inclusion in this Measure. Yolo County had been out of compliance (based on aggregate annual data) from 2011-2013.

C3.2 EXITS TO PERMANENCY (LEGALLY FREE AT EXIT) (FEDERAL STANDARD ≥ 98%)

Yolo County has no youth that met criteria for inclusion in this Measure since 2008.

C3.3 IN CARE 3 YEARS OR LONGER (EMANCIPATION/AGE 18) (FEDERAL STANDARD ≥ 37.5%)



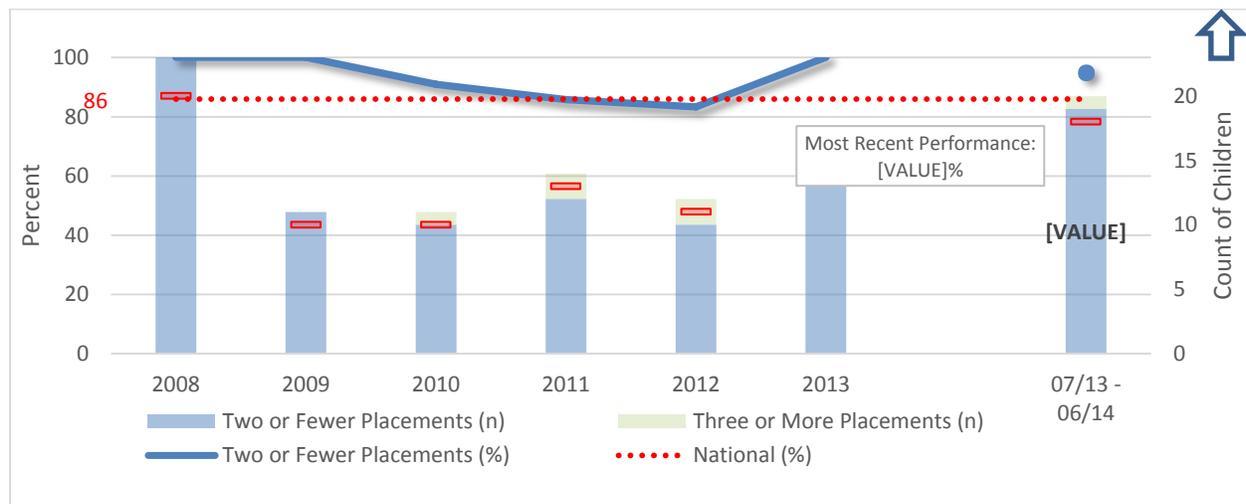
ANALYSIS

Yolo County is currently out of compliance with this Measure. Yolo County had been out of compliance (based on aggregate annual data) from 2009-2013; it should be noted, however, that there were no youth that met criteria for inclusion in this Measure in 2010.

Probation officers were acknowledged by stakeholders for supporting youth in transition to adulthood through engagement and connection to resources and services including ILP services, life skill development, obtaining health insurance, Cal Fresh benefits, housing, educational support, and treatment and employment services. POs demonstrate and awareness of the importance of these services to support transition age youth. POs experience some challenges when parents are not engaged in supporting the youth or the youth refuses services.

C4.1 PLACEMENT STABILITY (8 DAYS TO 12 MONTHS IN CARE) (FEDERAL STANDARD ≥ 86%)

Analysis for C4.1 – C4.3 is included after the data for C4.3 is presented.

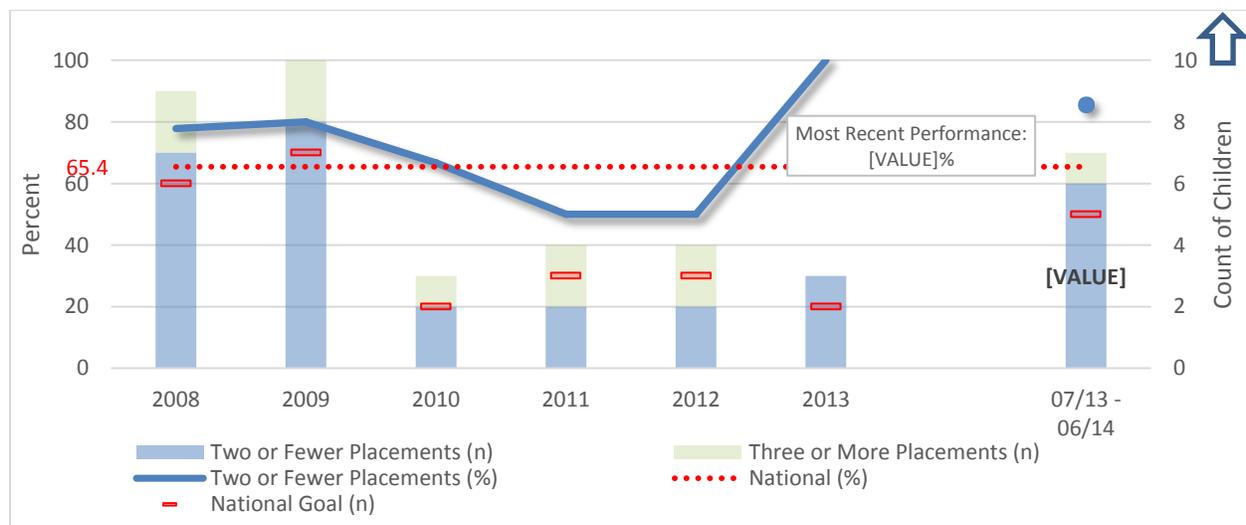


ANALYSIS

Yolo County is currently in compliance with this Measure and has been in compliance (based on aggregate data) since 2013.

C4.2 PLACEMENT STABILITY (12 MONTHS TO 24 MONTHS IN CARE) (FEDERAL STANDARD ≥ 81.3%)

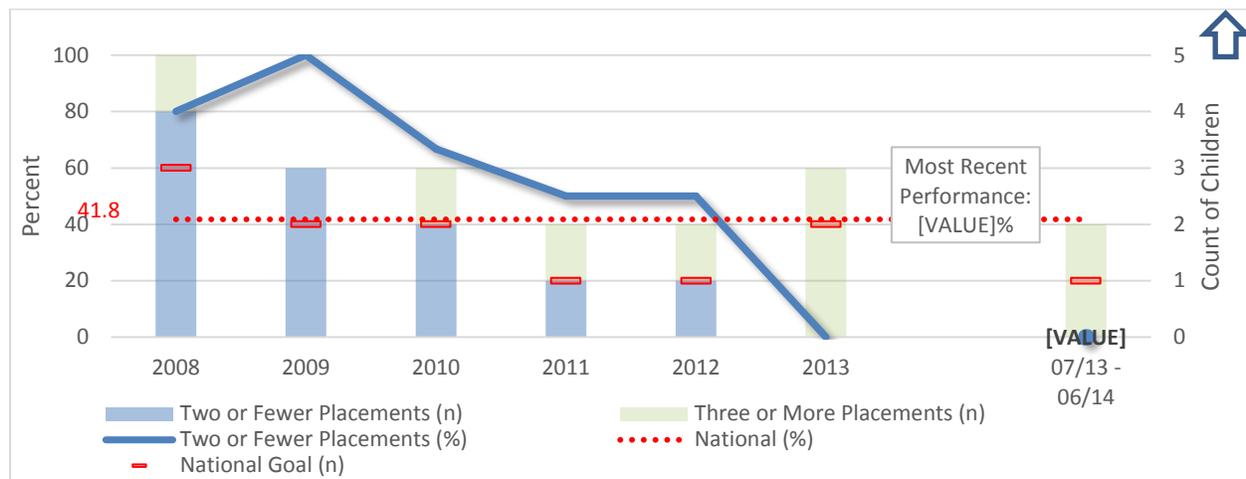
Analysis for C4.1 – C4.3 is included after the data for C4.3 is presented.



ANALYSIS

Yolo County is currently in compliance with this Measure and has been in compliance (based on aggregate data) since 2013.

C4.3 PLACEMENT STABILITY (AT LEAST 24 MONTHS IN CARE) (FEDERAL STANDARD ≥ 41.8%)



ANALYSIS

Yolo County is currently out of compliance with this Measure and has been out of compliance (based on aggregate data) since 2013.

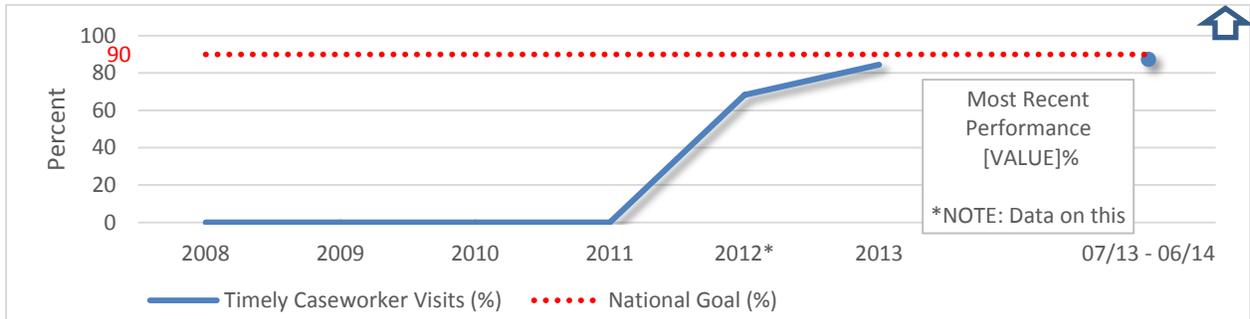
Per stakeholders placement stability is a persistent challenge to probation due to a lack of available placements in the county. Youth are often placed far from home presenting challenges for treatment and maintaining family connections. Additional barriers are experiences when youth choose to leave placement, are not invested in their treatment programs and their mental health needs not sufficiently met. Lack of parent support/engagement while youth are in placement and lack of necessary services being provided to youth in placement were identified as additional challenges. Additionally, youth are often asked to leave placement due to failure to follow rules and ongoing criminal behaviors including drug use and violence.

Recommendations of stakeholders to improve practices related to issues of placement stability include early engagement of parents into the treatment plan, working with the courts to consistently order parent participation and educating youth about the importance of parent participation. Additionally, quality of placements is a concern and the county may consider working with the “Girls Safety Net” to visit placements in order to gain insight into how they operate and function.

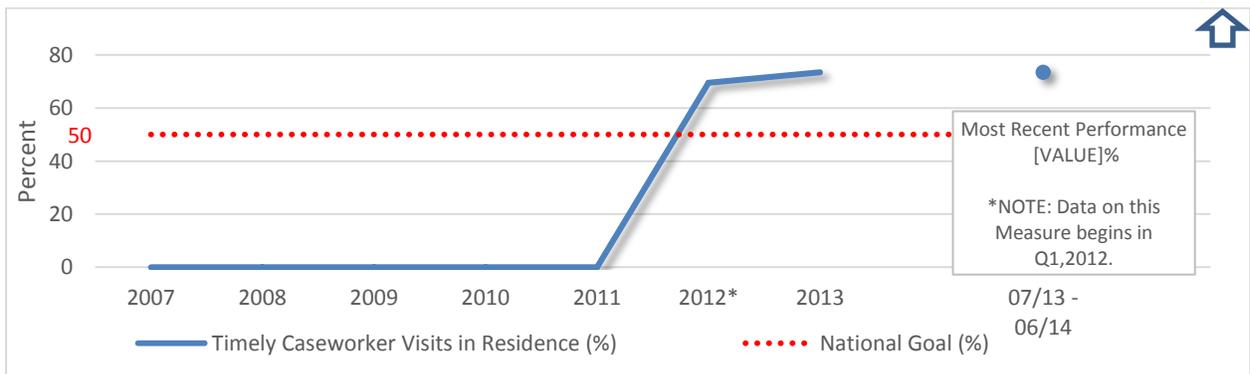
2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY RESPONSE

This measure does not apply to Probation.

2F TIMELY CASEWORKER VISITS WITH CHILDREN



2F Timely Caseworker Visits (in Residence) (Probation)



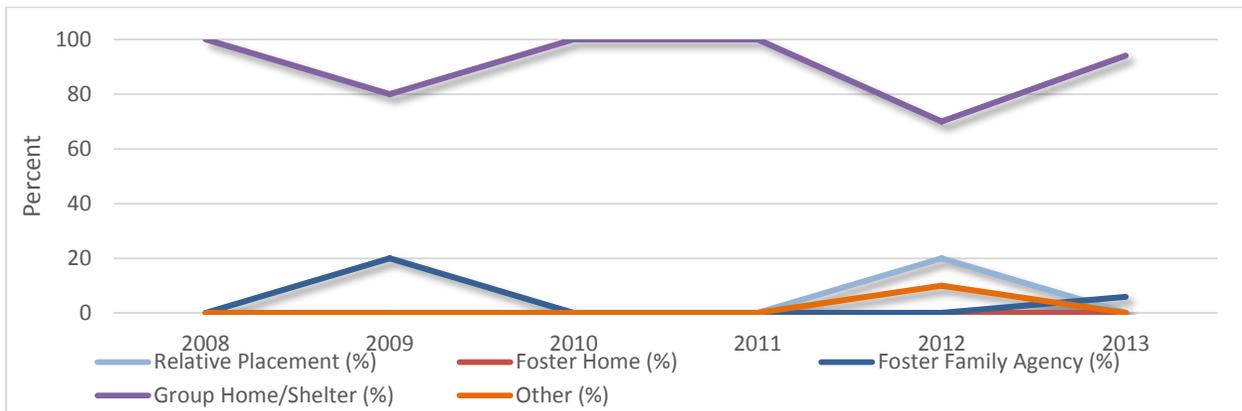
ANALYSIS

Yolo County is currently out of compliance regarding timely visits, but is in compliance with the standard set for visits in the residence. It should be noted that data for this Measure is only available from 2012 onwards, and that performance on this Measure is trending positively. Also, if a youth is in a placement, the timely visit requirement is met 100%. However, if a minor is in an abscond status (whereabouts unknown), the PO is unable to complete the visit but it is still counted against this measure.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

This measure does not apply to Probation.

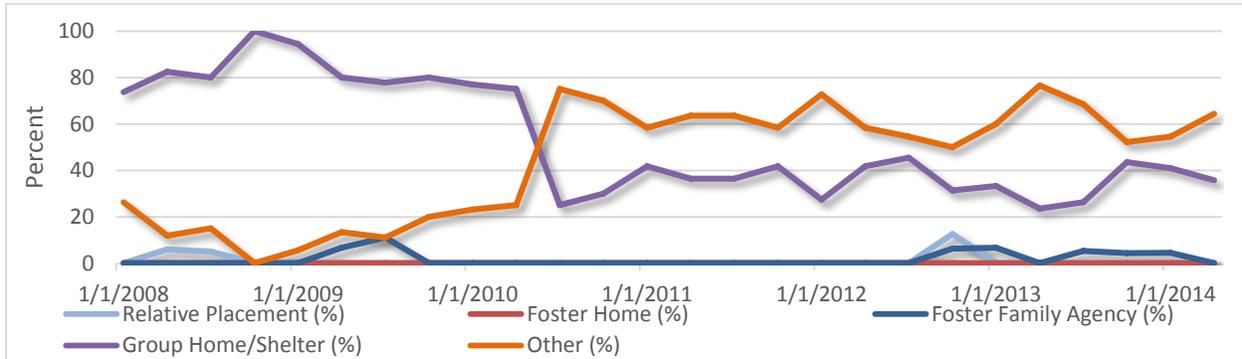
4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)



ANALYSIS

There are currently no federal or state data indicators for this Measure. The data indicates that the majority of children who enter foster care for the first time in Yolo County via Probation will be placed in into a group home or shelter.

4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)



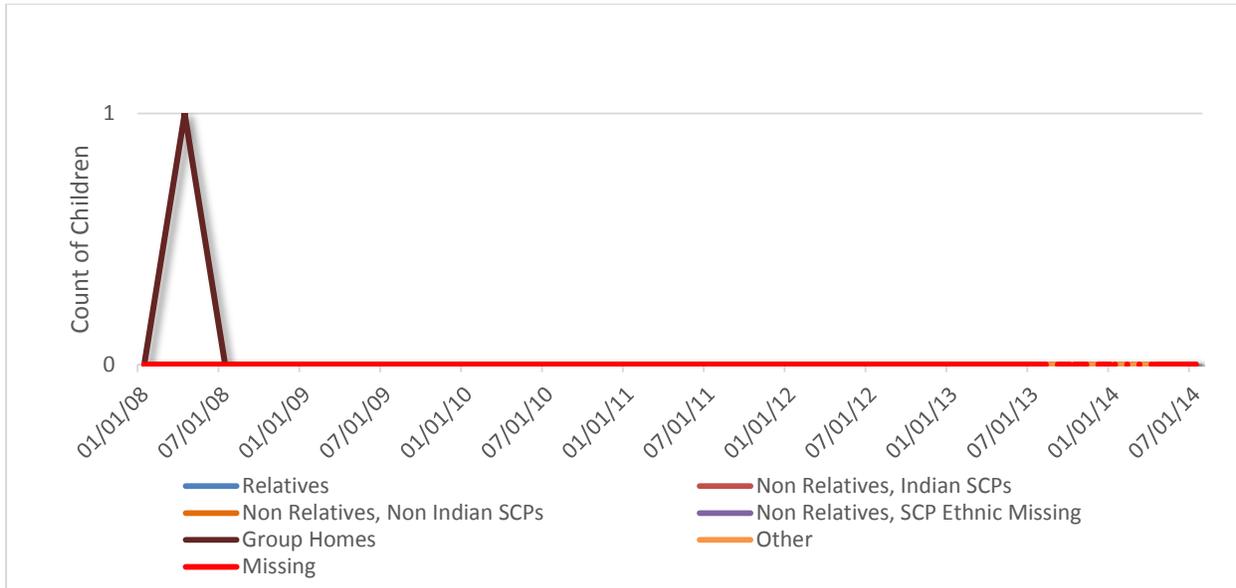
ANALYSIS

There are currently no federal or state data indicators for this Measure. The data indicates a declining trend of group home placement and increasing trends in “other” placements over the past four (4) years. CWS diligently works with service providers, group homes and foster children to successfully transition children placed in group homes to lower levels of care once their behavior has stabilized. Some of these lower levels of care placements have included relative placements, Yolo County Licensed Foster Home placements and Foster Family Agency placements. The increasing trend in using other placements reflects CWS’ work

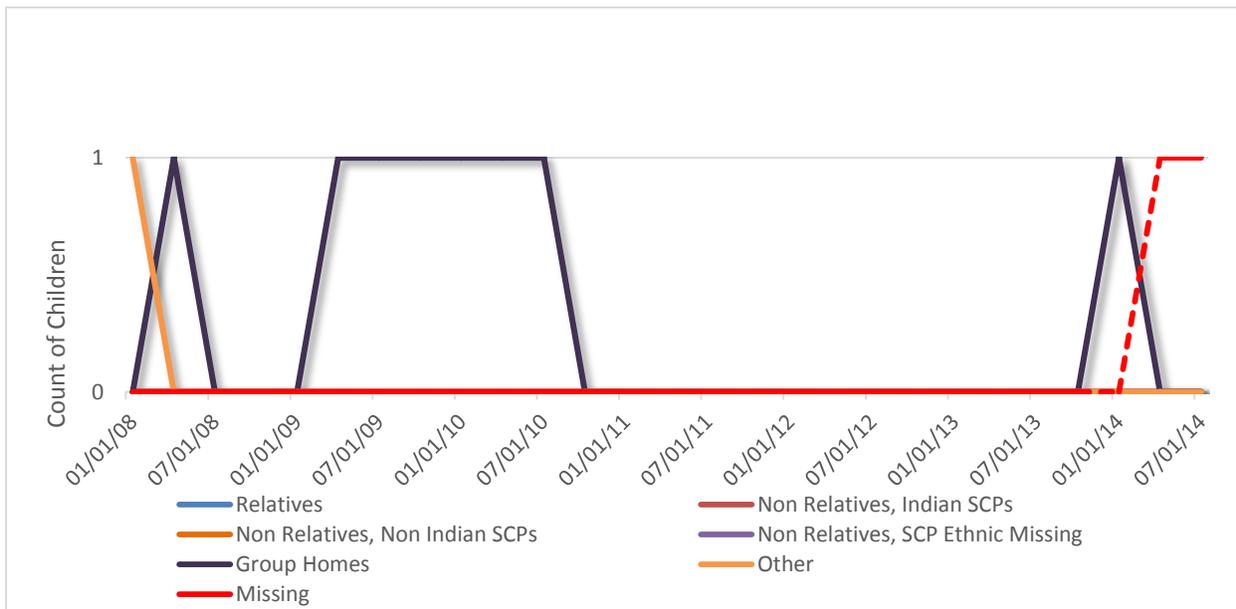
to connect foster children with community resources such as Wraparound Services, TBS or CBS services that will assist them in stabilizing behaviors that lead to the need for a higher level of care.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

4E (1) Placement Status for Children With ICWA Eligibility (Point in Time) (Probation)



4E (2) Placement Status for Children with Primary or Mixed (Multi) Ethnicity of American Indian (Point in Time) (Probation)



ANALYSIS

There have been no youth that meet criteria for ICWA eligibility in supervised Probation care in Yolo County since July 1, 2008. There is currently one youth in supervised Probation care in Yolo County with primary or mixed (multi) ethnicity of American Indian; the placement type for that youth is “missing.” There does not appear to be enough data on this Measure to determine a trend.

5B (1) RATE OF TIMELY HEALTH EXAMS

This measure does not apply to Probation.

5B (2) RATE OF TIMELY DENTAL EXAMS

This measure does not apply to Probation.

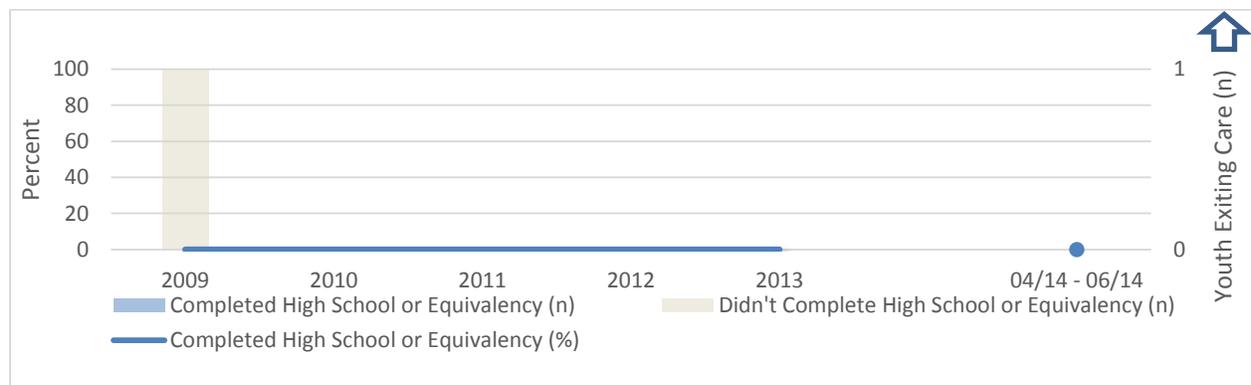
5F PSYCHOTROPIC MEDICATIONS

This measure does not apply to Probation.

6B INDIVIDUALIZED EDUCATION PLAN

This measure does not apply to Probation.

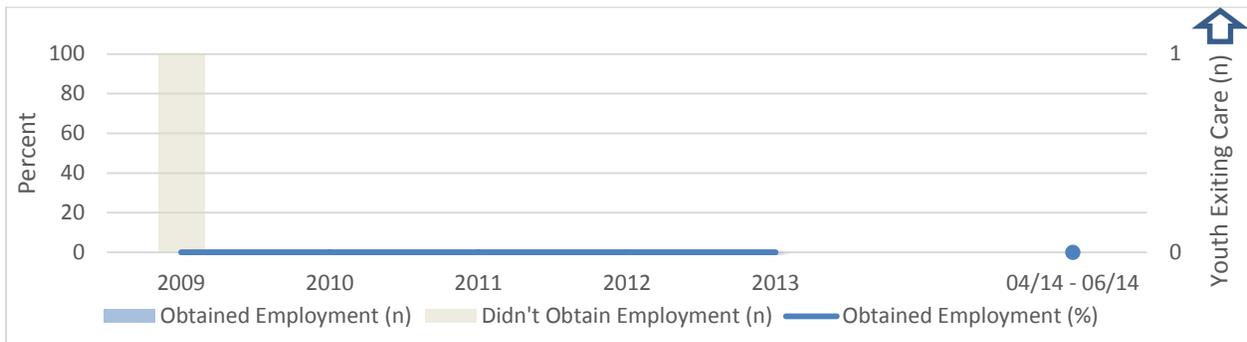
8A COMPLETED HIGH SCHOOL EQUIVALENCY



ANALYSIS

There have been no Yolo County Youth supervised by Probation who have met criteria for inclusion in this Measure since 2009.

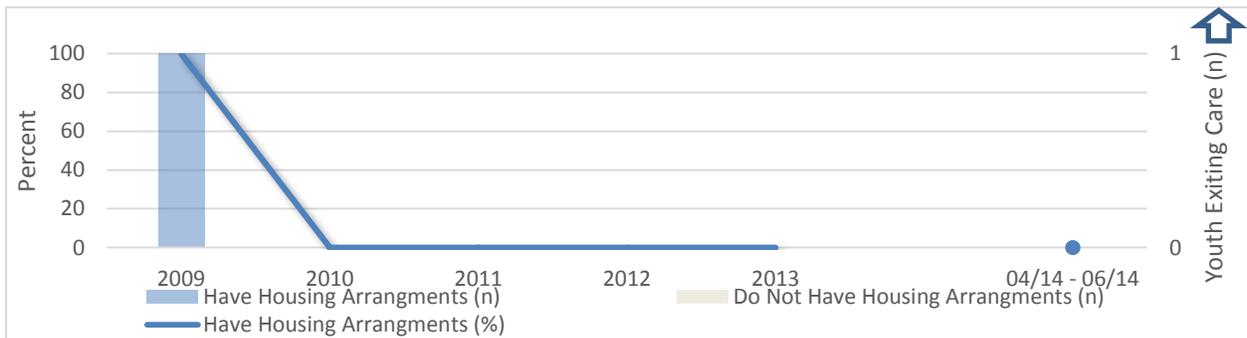
8A OBTAINED EMPLOYMENT



ANALYSIS

There have been no Yolo County Youth supervised by Probation who have met criteria for inclusion in this Measure since 2009.

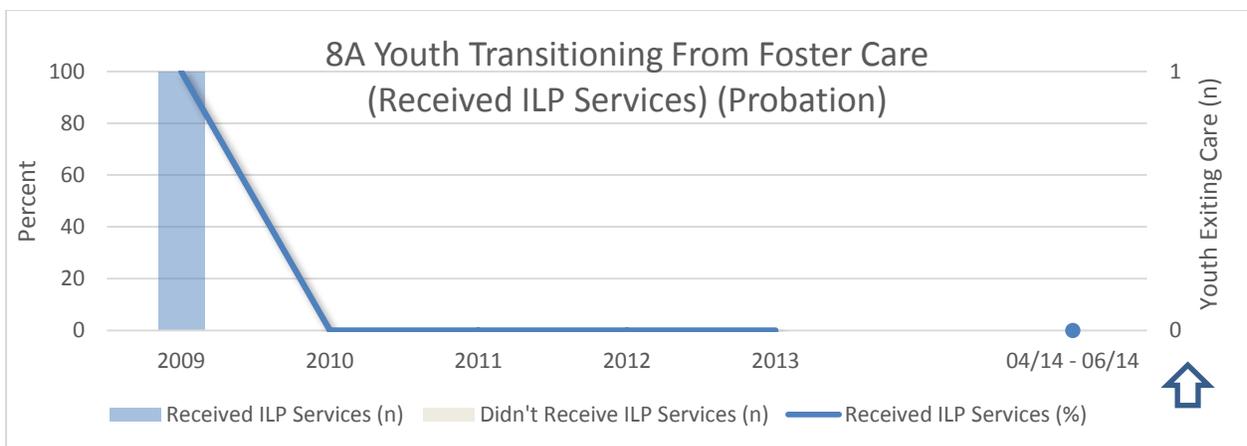
8A HOUSING ARRANGEMENTS



ANALYSIS

There have been no Yolo County Youth supervised by Probation who have met criteria for inclusion in this Measure since 2009.

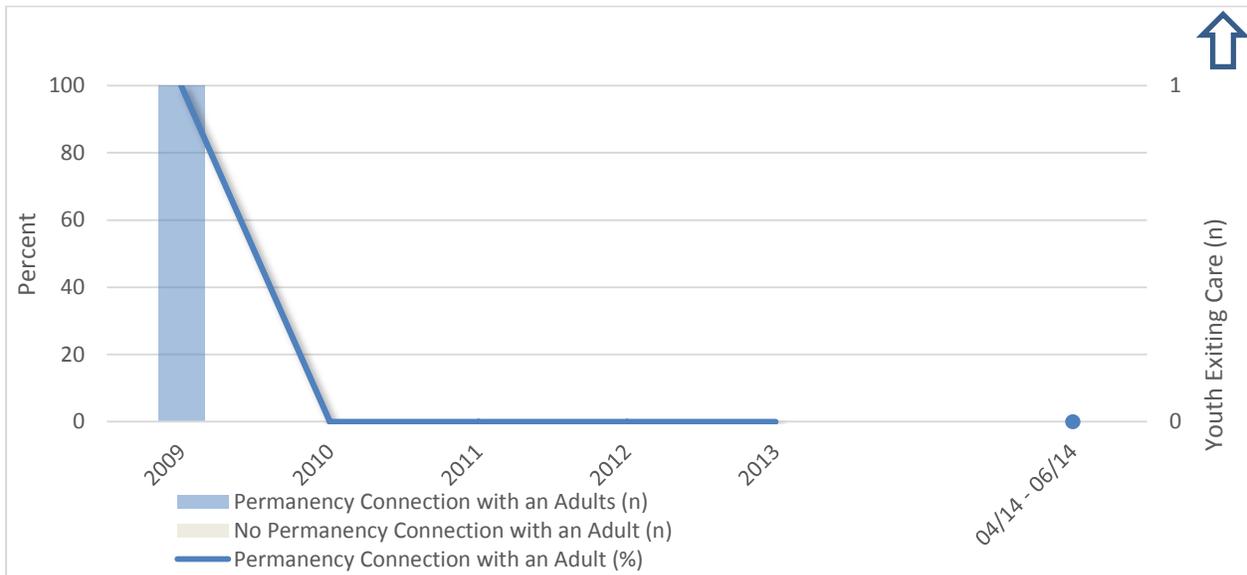
8A RECEIVED ILP SERVICES



ANALYSIS

There have been no Yolo County Youth supervised by Probation who have met criteria for inclusion in this Measure since 2009.

8A PERMANENCY CONNECTION WITH AN ADULT



ANALYSIS

There have been no Yolo County Youth supervised by Probation who have met criteria for inclusion in this Measure since 2009.

Summary of Findings

CHILD WELFARE SERVICES

Populations at Greatest Risk of Maltreatment

The majority of Yolo County’s population (87%) resides within the four incorporated cities of Woodland, West Sacramento, Davis, and Winters. The largest ethnic group is the White population (76.3%) followed by the Hispanic Population (31.3%). The Asian population is the third largest population in Yolo County at 13.5%. The Black population makes up 3.0% of Yolo County’s population, followed by the American Indian population at 1.8%. For school aged

children, 45.6% are Hispanic, 37.0% are White, 9.4% are Asian, 2.8% are Black, and 0.8% are American Indian. Despite the fact that the Black population is the second smallest population in Yolo County, 31.9% of allegations are on Black children, which is the highest percentage of allegations for children in Yolo County. The second highest percentage of allegations is for Hispanic children at 23.5%. The unemployment rate in Yolo County contributes to children who live in poverty which is a risk factor for maltreatment. Substance Abuse, Mental Illness and Domestic Violence continue to be a significant concern that contributes to the risk for maltreatment as supported by statistics previously cited in this document and identified by stakeholders at our CSA conveying.

The population at greatest risk of maltreatment is children ages 0-5. In Yolo County 5.9% of children are under the age of 5 which translates into 14, 140 kids. Homeless children are also at risk of maltreatment as their families have fewer resources to support the safety and well-being of their children. Other risks of maltreatment include families living below the poverty level, low infant birth weight and children born to teen parents.

Due to the recession and layoffs in 2009, CWS lost a significant number of its workforce. This resulted in higher caseloads, less frequent contact with children and families and decreased morale in CWS. In the last two years, CWS has continued to recover from the recession and was able to hire 26 new social workers. Many of the new staff are ethnically diverse and are Latino, Asian, Indian, and African American. Additionally, 6 of the new staff speak Spanish, 1 speaks Hindi and 1 speaks Vietnamese. This translates into an increased ability to converse with families in their Native Languages.

County Strengths

Yolo County is fortunate to have developed collaborative relationships with many service providers, community agencies, schools and law enforcement that are all committed to working together to promote the health and well-being of children and their families. Child Welfare Services is now fully staffed with a team of social workers who have backgrounds in Social Work, Mental Health, Substance Abuse Treatment, Education and specialized focuses such as Juvenile Sex Offenders, Group Home Treatment, and the LGBTQ youth community. CWS has strengthened its use of Safety Organized Practice to promote safety in the family. Another strength of CWS is the addition of the Relative Assessment Specialist which has led to an

increase in relative placements for foster children. Also vertical case management has allowed families to have fewer social workers which means less disruption and change for the family and child. Since the last County Self-Assessment, CWS changed its practice with regard to clients needing inpatient substance abuse treatment to allow them to receive 90 days on inpatient treatment at one time. This increased length of stay gives clients the opportunity to achieve a longer period of stability prior to being released to outpatient treatment. CWS also created a Transitional Age Youth (TAY) Unit which works exclusively with youth who are eligible or are in Extended Foster Care. The TAY Unit carries a smaller caseload in order to have more availability to meet often with the youth to engage them in activities to help them transition into adulthood. Finally, the creation of the Court Officer position has allowed social workers to spend less time in Court which means that they are more available to meet with families, children and service providers.

Areas Needing Improvement (Opportunities for Growth)

Placement Stability (At Least 24 Months in Care)

Service Needs

While Yolo County has an array of services, there still exists some gaps in services. Stakeholders identified that clients struggle with the distance to resources in order to access services, lack of personal transportation, the inconvenience of public transportation due to time schedules or a single parent traveling with multiple young children, wait lists, lack of capacity, or services lacking for both men and women. Stakeholders also identified a lack of services for single fathers and child care with hours that would allow fathers to work and attend services.

It was also identified that Yolo County has limited substance abuse services for Spanish speaking clients and fathers who are the primary parent. Treatment programs in Yolo County for men are co-ed and not specific to just men and the experiences that they have as fathers in treatment. Also when a client completes inpatient substance abuse treatment, Yolo County has limited housing options and currently CWS does not provide funding for single transitional housing post inpatient treatment.

Yolo County has several rural communities that are connected by limited bus schedules and have even more limited access to services. DESS has only recently opened a satellite office in Winters and plans to open one in Davis during the 2015-2016 Fiscal Year.

SUMMARY OF OUTCOME DATA MEASURES (RELEVANT TRENDS)

S1.1 No Recurrence of Maltreatment (Federal Standard \geq 94.6%)

Yolo County is currently at 93.6% which is very close to the Federal Standard. It must be noted that Yolo County has been at or very near the National Standard since 2007. Stakeholders identified that families living in remote parts of the county lack the opportunity to participate in services due to a scarcity of services in remote parts of the county. Stakeholders also noted that families who are referred to Differential Response Service often do not follow through with services and suggest more needs to be done to engage the families in this service. CWS notes that there also exists a lack of availability of public transportation in remote parts of the county to help families travel to services. However, despite these challenges, CWS has been consistently at or near meeting this standard for the past seven years.

S2.1 NO MALTREATMENT IN FOSTER CARE (FEDERAL STANDARD \geq 99.68%)

Yolo County is currently at 100% and has been in compliance with this measure since 2009. The last documented incidence of abuse in a foster care setting involving a Yolo County child occurred in 2011 (Q2, 2011). CWS consistently visits foster children in their placement to ensure that the placement meets the child's needs and to ensure the child's safety in the placement.

Reunification Outcome Measures

C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT) (FEDERAL STANDARD \geq 75.2%)

Although Yolo County is currently at 71.6%, which is very close to the Federal Standard, it is still out of compliance. Yolo County has never been in compliance with this measure; however, the data reflect that since 2011, Yolo County has been trending upwards toward the Federal Standard.

C1.2 MEDIAN TIME OF REUNIFICATION (EXIT COHORT) (FEDERAL STANDARD ≤ 5.4%)

Yolo County is currently at 7.7% and is currently out of compliance on this measure. Although Yolo County has been out of compliance on this measure since 2002, the data reflect a downward trend towards compliance.

C1.3 REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT) (FEDERAL STANDARD ≥ 48.4%)

Yolo County is currently at 48.1%, which is very close to the Federal Standard of 48.4%. It must be noted that Yolo County was out of compliance by one case.

Summary of Reunification Outcome Measures

Yolo County has been making strides toward compliance in these measures and in each measure is very close to the Federal Standard. Stakeholders identify that CWS provides prompt service referrals, uses SOP to engage families in the development of their case plan, funds substance abuse treatment (residential and outpatient), holds family meetings, and meets with families more than the required once per month contact to facilitate client engagement and motivation for change. Additionally, the Stakeholders noted that Yolo County is utilizing promising programs such as the Perinatal Day Treatment Program for mothers struggling with substance abuse and their children (ages 0-5) and the Family Life Skills Partnership program for families seeking to improve their parenting skills and their independent living skills. Overall, CWS has a team of social workers, supervisors, manager, analysts, clerical and public health staff who are committed to ensuring that families receiving Reunification Services from Yolo County receive the best services that are timely and suited to their individual needs.

With regard to challenges for reunification, every focus group with the exception of the parent focus group identified challenges with the frequency of supervised visitation. It was identified that visitation is dictated by the court and the frequency of visits often presents challenges for youth to participate in extracurricular activities as well as social activities. All focus groups recognized and supported the importance of visitation to the parent child relationship; however, the focus groups explained that too many visits are disruptive. The focus groups would like to see visitation plans created with the input of youth, families, the agency and foster parents. CWS has been utilizing written visitation proposals that are developed with input from these groups; however, often the Court modifies the visitation proposal without feedback from any of the parties who were involved in developing the visitation proposal.

Stakeholders identified continued substance abuse, relapse, high caseloads, Court delays, and restrictive Court orders that do not support realistic visitation plans as challenges to reunification. Another challenge to reunification is the reduced motivation of parents whose children are in relative placements and foster parents struggles to meet the demands of the visitation and case plan needs (ex. 3-4 weekly visits, weekly counseling, school meetings, tutoring, medical and dental appointments and extracurricular activities).

To meet these challenges, CWS has hired 26 social workers which filled vacancies and new positions to lower caseloads and allow for more frequent contact and engagement efforts with parents, children and foster parents. CWS also hired a Family Meeting facilitator and is working to develop this program to support families throughout their time with Child Welfare. Currently CWS has dedicated 1. FTE to work as Family Meeting facilitator and hopes to be able to facilitate SOP meetings both as an immediate need (ex. ER referrals) and planned in advance (ex. ongoing cases). Additionally, CWS plans to implement a parent partner program in Fiscal Year 2015/16 to support parents who are receiving CWS services. The parent focus group identified feeling alone, confused, unheard and not clear about expectations. A parent partner can help support the parents through offering understanding, encouragement, advocacy, and hope for a successful case closure. The goal of SOP and Parent Partner is to promote safe, timely reunification and to reduce reentry following reunification.

C1.4 REENTRY FOLLOWING REUNIFICATION (FEDERAL STANDARD ≤ 9.9%)

Yolo County is currently at 2.6% and has been in compliance with this measure since 2011. Although the Stakeholders identified concern with reentry, CWS' data shows that reentry following reunification is below the Federal Standard and CWS is performing well in this measure. CWS is successfully utilizing SOP to engage families in building their support networks and creating safety for their children. To further support social worker's use of SOP practices, CWS hired a Family Team Meeting facilitator in December 2014 and has also dedicated a total of 1.25 FTE's to facilitate family meetings.

Adoption

C2.1 ADOPTION WITHIN 24 MONTHS (EXIT COHORT) (FEDERAL STANDARD ≥ 36.6%)

Yolo County is currently at 30.0% and is out of compliance. Yolo County has a great collaborative relationship with the California Department of Social Services-Adoptions Branch,

the contracted provider for adoption services in Yolo County. This collaborative relationship has enabled CWS and CDSS-Adoptions to more quickly progress through the adoption process once parental rights are terminated.

The cases that are not in compliance on this measure are most likely attributable to delays within the Court proceedings such as numerous contested matters, continuances, and delays in the Court ceasing reunification and proceeding with a permanent plan.

C2.2 MEDIAN TIME TO ADOPTION (EXIT COHORT) (FEDERAL STANDARD ≤ 27.3 MONTHS)

Yolo County is currently at 29.9 months and is currently out of compliance with this measure. Since 2011, the data shows a trend away from compliance. As identified by the Stakeholders, Supervisor, Social Workers and Foster Parent Focus Groups, delays in Court proceedings are likely attributable to the increase in the length of stay in foster prior to adoption finalizing.

C2.3 ADOPTION WITHIN 12 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD ≥ 22.7%)

Yolo County is currently at 14.1% and is currently out of compliance. Yolo County had been in compliance from 2001 to 2013. However, due to delays in Court proceedings children are remaining in foster care longer prior to their adoption being finalized.

C2.4 LEGALLY FREE WITHIN 6 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD ≥ 10.9%)

Yolo County is currently at 5.4% and is currently out of compliance. As previously mentioned, delays in Court proceedings greatly impact the length of time that a child spends in foster care prior to their adoption finalizing. CWS has made a commitment to reduce the reasons that CWS would ask for a continuance by filing reports and discovery timely and ensuring that parents and their attorney's receive copies of the report prior to the hearing.

C2.5 ADOPTION WITHIN 12 MONTHS (LEGALLY FREE) (FEDERAL STANDARD ≥ 53.7%)

Yolo County is currently at 66.7% and is currently in compliance with this measure. CWS and the California Department of Social Services-Adoptions branch collaborate to ensure that once parental rights are terminated, the adoption process proceeds as quickly as possible. This collaboration consists of concurrent planning early in the case, exchanging information and documentation to assist with the assessment of the child and home study process. These efforts have greatly contributed to Yolo County's ability to remain in compliance with this measure.

Summary of Adoption Measures

Of the five measures associated with Adoption, Yolo County is in compliance with only one, C2.5 Adoption within 12 Months. An analysis of these measures revealed that the primary factor contributing to non-compliance is delays in Court proceedings which translates into children remaining in foster care longer and not reaching permanency in a timely manner.

Long Term Care

C3.1 EXIT TO PERMANENCY (24 MONTHS IN CARE) (FEDERAL STANDARD \geq 29.1%)

Yolo County is currently at 10.9% and is currently out of compliance with this measure. The Supervisor, Social Worker and Foster Parent focus groups identified another struggle facing Yolo County, is working with older youth who have permanency options but if realized will deny them access to extended foster care benefits. With the passage of AB2454 allowing former foster youth who have achieved permanency through guardianship or adoption to be eligible for EFC after their 18 birthday if their permanent home fails to or is unable to continue to support them, CWS is hopeful that the Court will allow youth to achieve permanency.

C3.2 EXITS TO PERMANENCY (LEGALLY FREE AT EXIT) (FEDERAL STANDARD \geq 98%)

Yolo County is currently at 93.8% and is out of compliance with this measure. Since the cases that meet this criteria have been decreasing as a result of reunifying children at six or twelve months, one case can have a significant impact on the compliance of this measure.

C3.3 IN CARE 3 YEARS OR LONGER (EMANCIPATION/AGE 18) (FEDERAL STANDARD $<$ 37.5%)

Yolo County is currently at 57.6% and is out of compliance. Yolo County has never been in compliance in this measure. Stakeholders identified several different factors affecting placement stability such as limited quality placements for older youth in Yolo County, mental health and substance abuse challenges for the youth and inadequate training of foster parents to support the needs of older youth. Stakeholders praised the work of the TAY unit for their intensive work with older youth. It was also noted that CWS works closely with ILP, CASA, County Office of Education, County Foster and Kinship Education program, CommuniCare Wraparound program and California Youth Connection (CYC) to support youth.

Summary of Long Term Care Measures

Yolo County is out of compliance with all three of the measures related to Long Term Care. Various factors contribute to a child's length of stay in foster care such as delays in Court

proceedings, placement instability and complications related to permanency options and loss of EFC eligibility. Despite being out of compliance, Yolo County has had some successes in these measures which can be attributed to collaborations with community partners and the work of the TAY unit in intensively working with older youth. Yolo County continues to work to link foster children to adequate mental health and substance abuse services. Additionally, many of the CWS staff are involved in helping to educate foster parents as a part of FKCE's pre-service and continuing education curriculum for foster parents.

Placement Stability

C4.1 PLACEMENT STABILITY (8 DAYS TO 12 MONTHS IN CARE) (FEDERAL STANDARD \geq 86%)

Yolo County is currently at 88.8% and is currently in compliance with this measure. Historically, Yolo County has performed at, near, or above the Federal Standard for this Measure.

C4.2 PLACEMENT STABILITY (12 MONTHS TO 24 MONTHS IN CARE) (FEDERAL STANDARD \geq 65.4%)

Yolo County is currently at 64.3% and is currently out of compliance with this measure. Although Yolo County is out of compliance, it must be noted that Yolo County's overall performance is trending towards compliance.

C4.3 PLACEMENT STABILITY (AT LEAST 24 MONTHS IN CARE) (FEDERAL STANDARD \geq 41.8%)

Yolo County is currently at 28.9% and is currently out of compliance with this measure. Although Yolo County has never been in compliance with this measure, it must be noted that cases that meet this criteria have significantly decreased over time.

Summary of Placement Stability Outcome Measures

CWS struggles with placement stability for children in care 24 months or longer. These struggles can be related to mental health and behavioral health issues of children in care. It was identified that relatives particularly struggle with this as they are often ill prepared to handle these challenges. It is also challenging for foster youth to be separated from siblings and placed outside of the County. Yolo County needs more placement options within the county that are equipped to meet the needs of foster children and that can have the space for sibling groups. We are re-allocating our resources and doing earlier interventions so children won't have to move and caregivers can get the support they need.

Stakeholders identified several recommendations to improve placement stability, including having a receiving home in the county, increasing recruitment of more local foster families, increased support for relative placements and streamlining of the mental health referral process to make it more clear and consistent, including the development of a “cheat sheet” for available mental health services and how to access them.

2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY RESPONSE (IMMEDIATE RESPONSE COMPLIANCE AND 10-DAY RESPONSE COMPLIANCE)

Yolo County is currently at 97.5% for Immediate Response referrals and 96.4% for 10-Day Response referrals. The standard for this measure is 90.0%. Yolo County has never been out of compliance on Immediate Response referrals and maintains a high expectation that all immediate response referrals receive a response within two hours of receipt of the report. The State requirement is a 24 hour response. This high expectation has contributed to CWS maintaining compliance on this measure. With regard to 10-Day Response Referrals, Yolo County also maintains high expectations in that social workers are required to make a first attempt at contact within the first five days and must make contact with the family within 10 days. This county practice positively contributes to maintaining compliance with this measure.

2F TIMELY CASEWORKER VISITS WITH CHILDREN

This measure is broken down into overall timely visits with children and timely visits with children in their placement. With regard to timely visits with children, Yolo County is currently at 94.9% and the Federal Standard is 90.0%. Yolo County is currently at 75.2% for timely visits with children in placement and the Federal Standard is 50.0%. Yolo County is doing well in this measure. Social Workers are expected to see the children on their caseload at least monthly and to see them in the placement as a preferred location. Supervisors monitor social workers compliance with home visits during supervision to ensure that children are being seen at least monthly.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

This measure is broken down into two measures, all siblings placed together and some or all siblings placed together. With regard to all siblings placed together, Yolo County is currently at 62.6% and 79.3% for some or all siblings placed together. While there is no federal or state standard for this measure at this time, CWS diligently works to keep all siblings

together if possible. Relative placements increase the likelihood that all siblings can remain together. CWS' Relative Assessment Specialist works hard to quickly assess relatives so that children's first placement can be with a relative and so that they can remain together.

4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)

There is no federal or state standard for this measure at this time. However, for first placements, Yolo County is currently at 22.9% for relative placements, 33.5% for foster home placements (licensed Yolo County Foster Homes), 41.3% for Foster Family Agency Home Placements, and 2.2% for Group Home placements. According to the data, Yolo County is showing an increasing trend in placing children with relatives for a first placement. Social Workers do an excellent job in placing children in the least restrictive setting that will meet the children's needs. Social Workers make every effort to place a child first with a relative and second, with a Yolo County Licensed Foster Home as two of the least restrictive foster care settings.

4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)

There are currently no federal or state data indicators for this Measure. Yolo County has worked hard to move children into the least restrictive foster care setting by assessing relatives, searching for NREFM homes and moving children into Yolo County Licensed Foster Homes to keep them in Yolo County. These efforts have resulted in more kids being placed in the least restrictive placement at any point in time.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

There are currently no federal or state data indicators for this Measure. Yolo County has increased the number of relative placements for ICWA eligible children. The data reflects that Yolo County needs to enter the ethnicity of the substitute care provider in CWS/CMS as there is a portion of relative homes that are missing the ethnicity data.

5B (1) RATE OF TIMELY HEALTH EXAMS and 5B (2) RATE OF TIMELY DENTAL EXAMS

There are currently no federal or state data indicators for these Measures. Yolo County is currently at 81.5% for Timely Health Exams and 52.0% for timely dental exams. Although the data suggests that Yolo County has decreased in this area, this is more likely the result of a data entry error. There has been a seven month delay in entering the exams into the CWS/CMS database as a result of the retirement and subsequent hiring and training of a new Public

Health Nurse. It is expected that these measures will increase as the PHN catches up on entering the exams.

5F PSYCHOTROPIC MEDICATIONS

There are currently no federal or state data indicators for this Measure. Although the data suggests that a low percentage of children in foster care are prescribed psychotropic medications, CWS acknowledges that this could be due to a data entry error in the delay with entering this information into the CWS/CMS database. With the retirement of the previous public health nurse, there was no one to enter this information into CWS/CMS. Since a new PHN has been hired and trained, Yolo County believes that over the course of the next several quarters, the data will more accurately reflect the true picture of the percentage of foster children receiving psychotropic medication.

6B INDIVIDUALIZED EDUCATION PLAN

There are currently no Federal or State data indicators for this measure. Although the data appear to indicate that Individualized Education Plans have been decreasing for foster children, there is likely a data entry error that makes this performance appear low. CWS needs to improve the documentation of IEP's in the CWS/CMS database.

8A COMPLETED HIGH SCHOOL EQUIVALENCY, Youth Transitioning From Foster Care

According to the data, Yolo County had zero youth graduate or complete high school equivalency. However, there is an error with this data that is likely a result of failure to document graduations in the CWS/CMS database. In 2014, Yolo County had 20 youth graduate from high school which was a rate of 75%. Of those 20, 18 went on to some form of higher education such as University, Vocational Education, or Junior College.

8A OBTAINED EMPLOYMENT, YOUTH TRANSITIONING FROM FOSTER CARE

In 2014, Yolo County had 20 Youth graduate from high school and 18 of those 20 graduates went on to some form of higher education, which means that they did not seek employment post-graduation.

8A HOUSING ARRANGEMENTS, YOUTH TRANSITIONING FROM FOSTER CARE

There are currently no Federal or State data indicators for this measure. Since less youth are exiting foster care and are choosing to remain in Extended Foster Care, there is a very small data set for this measure. According to the data, there was one youth who exited foster care

and had housing arrangements, placing Yolo County at 100% for this measure. CWS' 90 day transition plan meeting helps ensure that youth have housing arrangements when they exit foster care.

8A RECEIVED ILP SERVICES, YOUTH TRANSITIONING FROM FOSTER CARE

There are currently no Federal or State data indicators for this measure. With the implementation of Extended Foster Care, less youth of chosen to exit foster care. The ILP Coordinator has does a tremendous amount of outreach to make sure that all ILP eligible youth are aware of the benefits of attending ILP services and that they have access to this service once eligible.

8A PERMANENCY CONNECTION WITH AN ADULT (YOUTH TRANSITIONING FROM FOSTER CARE)

There are currently no Federal or State data indicators for this measure. CWS has set an expectation that all Youth should have a permanency connection with at least one adult. The Transitional Age Youth (TAY) workers work with the youth to identify adults that they want in their lives and help the youth maintain relationships with those identified adults.

SUMMARY OF SYSTEMIC FACTORS ON OUTCOME DATA MEASURES AND SERVICE DELIVERY

Several systemic factors have been identified that effect outcome data measures and service delivery. First, the Court Officer position for CWS, was created to allow social workers to spend less time in Court and more time working with families and children. While this position has allowed this to occur, it also appears to have some unintended consequences. It appears that taking social workers out of Court has contributed to the deterioration in the relationship with the Court and may have led to an increase in the number of continuances being ordered by the Court. Oftentimes at an Early Review Hearing, questions come up that were not on the agenda and the Court Officer does not have the information. As a result, the hearing is continued to allow the Court Officer to obtain the information from the assigned social worker. CWS needs to assess the benefits and costs of the Court Officer Position to determine if it is still in the best interest of CWS to have this position.

The Court is another systemic factor that affects outcome measures. There are often delays in Court proceedings due to numerous interim review hearings, numerous continuances

or delays in decision-making. The consequences of these actions are that CWS is out of compliance with Federal Title IV-E findings. Additionally, these delays contribute to delays in permanency, longer stays in foster care and delays in timely reunification. The Court has also created challenges for CWS in that the Court believes that basic social work case management decisions such as: visitation, placement decisions, youth's contact with important adults in their lives and Youth's contact/visits with relatives must be litigated during a hearing. This viewpoint creates frustration and misunderstanding for families, children, the foster parents and CWS.

CWS has hired a number of new social workers and supervisors over the past two to three years. As a result, each person's knowledge and experience is at a different level. The supervisory team and the social workers are each learning how to do their respective work and as with any new position, there is a learning curve. CWS is excited by the energy and enthusiasm of the new staff and their commitment to the children and families of Yolo County. They are eager to be trained and to learn new things. CWS is dedicated to ensuring that all new staff receive adequate training and are supported in learning how to appropriately document their work so that data entry errors do not continue to be a challenge in CWS' outcome measures data.

Finally, the lack of an identified Continuous Quality Improvement Process has meant that CWS does not regularly monitor each case for quality improvement. This means that issues with procedures, policies or practice are not identified early in the case which means that they can lead to delays in proceedings, placement changes, or failure to provide reasonable services. CWS will be implementing Continuous Quality Improvement with the Federal Case Review.

SUMMARY OF PROGRESS AND CHALLENGES (OVERALL LESSONS LEARNED FROM PREVIOUS SIP)

In general, CWS made improvements in practices from the previous SIP. For example, ER implemented the expectation that all 10-Day Response referrals receive a first contact within the first 5 days and a completed contact by the 10th day. This ensures that children and families are being seen within the timelines. Additionally, CWS has an expectation that Immediate Response referrals receive an in-person response within the first two hours of receipt of the report. This is a higher standard than the State standard of response within 24 hours.

CWS continues to experience challenges with regard to the Court and delays in decision-making and numerous continuances. In the SIP it was identified that CWS saw a decrease in

reunification within 12 months as it was determined that the Court often delays reunification until a child is on break from school. Such decisions impact timeliness to reunification.

CWS continues to train staff on the use of Structured Decision Making, Safe Measures and Safety Organized Practice. Each of these tools assists the social worker in monitoring progress, assessing safety and making decisions about recommendations for the Court. Since the last SIP, CWS has gained a better understanding of realignment and the various funding sources for Child Welfare Services and programs. CWS also has learned the importance of communication with staff as to how to implement new initiatives and to listen to feedback from staff regarding their concerns and suggestions for improvements.

NEXT STEPS

Looking forward to the development of the System Improvement Plan, CWS plans to focus on C1.2 Median Time to Reunification (Exit Cohort) and C4.3 Placement Stability (At Least 24 Months in Care). With regard to C1.2, CWS plans to develop the SOP Facilitator policies and procedures which could positively impact time to reunification. CWS also plans to implement Parent Partners which could facilitate the early engagement of parents thereby positively impacting the timeliness to reunification. CWS needs to assess the benefits and costs of the Court Officer position on the Court Process and CWS staff. This position has afforded social workers the ability to spend more time with their families outside of Court; however, it is possible that this position has negatively impacted social worker's relationships with the Court. This needs more analysis to determine if there is cause to alter this position.

With regard to C4.3, CWS believes that the SOP Facilitator can be used to promote placement stability through the use of SOP meetings to identify the most suitable placement for foster children. Additionally, CWS would like bring foster home licensing back to the County. If CWS can license foster homes, it is possible that this will increase the number of potential Yolo County placements. Having more placement options in Yolo County could positively impact placement stability and allow foster children to remain not only in their community, but also in their school of origin.

As mentioned earlier there is disparity in the number of allegations on Black and Hispanic children in Yolo County. This is something that needs further analysis and discussion in the upcoming SIP.

Finally, creating a training curriculum for new social workers ensures that new social workers are well equipped to begin case managing children and their families. Also with the implementation of the Federal Case Review, any training issues revealed by the Federal Case Review can be addressed through the creation of a curriculum of training for all social workers. CWS believes that standardized training for new social workers and the Federal Case Review has the potential to positively impact both timeliness to reunification and placement stability over time. CWS believes that implementing the identified programs will produce improvements on other outcome measures.

PROBATION

County Strengths

Yolo County is fortunate to have developed collaborative relationships with many service providers, community agencies, schools and law enforcement, who are all committed to working together to prevent future offenses by the youth that we serve. Probation now has two placement officers. Since the last County Self-Assessment, Probation has changed its risk assessment tool to the Ohio Youth Assessment System.

SUMMARY OF OUTCOME DATA MEASURES (RELEVANT TRENDS)

S1.1 No Recurrence of Maltreatment (Federal Standard \geq 94.6%)

This measure does not apply to Probation.

S2.1 NO MALTREATMENT IN FOSTER CARE (FEDERAL STANDARD \geq 99.68%)

Yolo County is currently at 100% and has been in compliance with this measure since 2008. The last documented incidence of abuse in a foster care setting involving a Yolo County child occurred in 2008. Probation regularly visits probation minors in their placement to ensure that the placement meets the child's needs and to ensure the minor's safety in the placement.

Reunification Outcome Measures

C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT) (FEDERAL STANDARD \geq 75.2%)

Yolo County Probation has been in compliance with this measure since 2011.

C1.2 MEDIAN TIME OF REUNIFICATION (EXIT COHORT) (FEDERAL STANDARD \leq 5.4%)

Yolo County is currently out of compliance on this measure. Although Yolo County has been out of compliance on this measure since 2002, the data reflect a downward trend towards compliance and is closer to compliance of 5.4, which is a decrease from 12 in 2012.

C1.3 REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT) (FEDERAL STANDARD ≥ 48.4%)

Yolo County is currently out of compliance with this measure and has been consistently since 2008. However the local stakeholders have acknowledged the Probation Officers for their collaborative efforts to reunify the minors with their families in a reasonable timeframe. Barriers to reunification often include but are not limited to: minors choosing to leave placement; the distance between placement and the home; lack of interest in completing placement and mental health needs not being met. Other challenges include lack of parent/guardian involvement and/or commitment to the completion of the program.

C1.4 REENTRY FOLLOWING REUNIFICATION (FEDERAL STANDARD ≤ 9.9%)

Yolo County is currently out of compliance with this measure and has been since 2011. Reentry following reunification was made the focus of the peer review and will continue to be a focus in the SIP. Stakeholders identified several best practices which will be utilized to help maintain youth in their homes following reentry after reunification. The programs available for the youth in the county will assist them in maintaining their status in the home rather than reenter the foster care system. .

Adoption

C2.1 ADOPTION WITHIN 24 MONTHS (EXIT COHORT) (FEDERAL STANDARD ≥ 36.6%)

Yolo County Probation has had no youth meet the criteria for this measure since 2008.

C2.2 MEDIAN TIME TO ADOPTION (EXIT COHORT) (FEDERAL STANDARD ≤ 27.3 MONTHS)

Yolo County Probation has had no youth meet the criteria for this measure since 2008.

C2.3 ADOPTION WITHIN 12 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD ≥ 22.7%)

Yolo County is currently out of compliance with this measure and has been out of compliance since 2008. No youth met criteria for inclusion in this measure in 2010 or 2011.

C2.4 LEGALLY FREE WITHIN 6 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD ≥ 10.9%)

Again, Yolo County has been out of compliance in this category since 2008. Once again, no youth met criteria for inclusion in this measure during the time period of January to June, 2010.

C2.5 ADOPTION WITHIN 12 MONTHS (LEGALLY FREE) (FEDERAL STANDARD ≥ 53.7%)

No youth met the criteria for inclusion in this measure since 2008.

Long Term Care

C3.1 EXIT TO PERMANENCY (24 MONTHS IN CARE) (FEDERAL STANDARD \geq 29.1%)

Yolo County was previously out of compliance in this category from 2011-2013. Presently there are no youth who meet the criteria for inclusion in this measure.

C3.3 IN CARE 3 YEARS OR LONGER (EMANCIPATION/AGE 18) (FEDERAL STANDARD $<$ 37.5%)

From 2009-2013, Yolo County Probation has been out of compliance and is currently out of compliance with this measure. In 2010, there were no youth who met these criteria.

Probation officers were acknowledged by stakeholders for supporting youth in transition to adulthood through engagement and connection to resources and services including ILP services, life skill development, obtaining health insurance, Cal Fresh benefits, housing, educational support, and treatment and employment services. PO's demonstrate an awareness of the importance of these services to support transition age youth. PO's experience some challenges when parents are not engaged in supporting the youth or the youth refuses services.

Placement Stability

C4.1 PLACEMENT STABILITY (8 DAYS TO 12 MONTHS IN CARE) (FEDERAL STANDARD \geq 86%)

Yolo County Probation is currently in compliance with this measure and has been in compliance since 2013.

C4.2 PLACEMENT STABILITY (12 MONTHS TO 24 MONTHS IN CARE) (FEDERAL STANDARD \geq 65.4%)

Compliance in this measure was achieved in 2013 and remains consistent for Yolo County Probation.

C4.3 PLACEMENT STABILITY (AT LEAST 24 MONTHS IN CARE) (FEDERAL STANDARD \geq 41.8%)

Yolo County Probation is currently out of compliance in this measure. This has remained a consistent challenge to the county due to a lack of consistent placements, which require at least 24 months of care. Most minors who are placed in out of home care and require such a level of care, often re-offend, which interrupts their placement stability.

2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY RESPONSE (IMMEDIATE RESPONSE COMPLIANCE AND 10-DAY RESPONSE COMPLIANCE)

This measure does not apply to Probation.

2F TIMELY CASEWORKER VISITS WITH CHILDREN

Yolo County is currently out of compliance regarding timely visits, but is in compliance with the standard set of visits in the residence. A positive trend is occurring as this data has only been available since 2012.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

This measure does not apply to Probation.

4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)

There is currently no data available. However the majority who enter foster care in Yolo County through the Probation System enter through a group home or shelter.

4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)

There are currently no federal or state data indicators for this Measure. The data indicates a declining trend of group home placement.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

There have been no youth that have met criteria for ICWA eligibility in supervised Probation care in Yolo County since July 1, 2008. There is currently one youth in supervised Probation care in Yolo County with primary or mixed ethnicity of American Indian; the placement type for that youth is “missing.” There does not appear to be enough data on this measure to determine a trend.

5B (1) RATE OF TIMELY HEALTH EXAMS and 5B (2) RATE OF TIMELY DENTAL EXAMS

This measure does not apply to Probation.

5F PSYCHOTROPIC MEDICATIONS

This measure does not apply to Probation.

6B INDIVIDUALIZED EDUCATION PLAN

This measure does not apply to Probation.

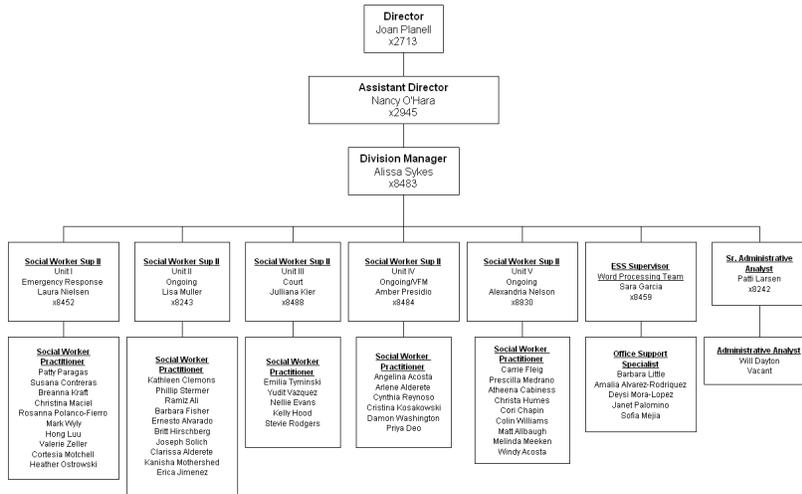
8A COMPLETED HIGH SCHOOL EQUIVALENCY, Youth Transitioning From Foster Care

No youth supervised by Yolo County Probation have met this criterion since 2009.

Appendices

Yolo County Department of Employment and Social Services

Child Welfare Services

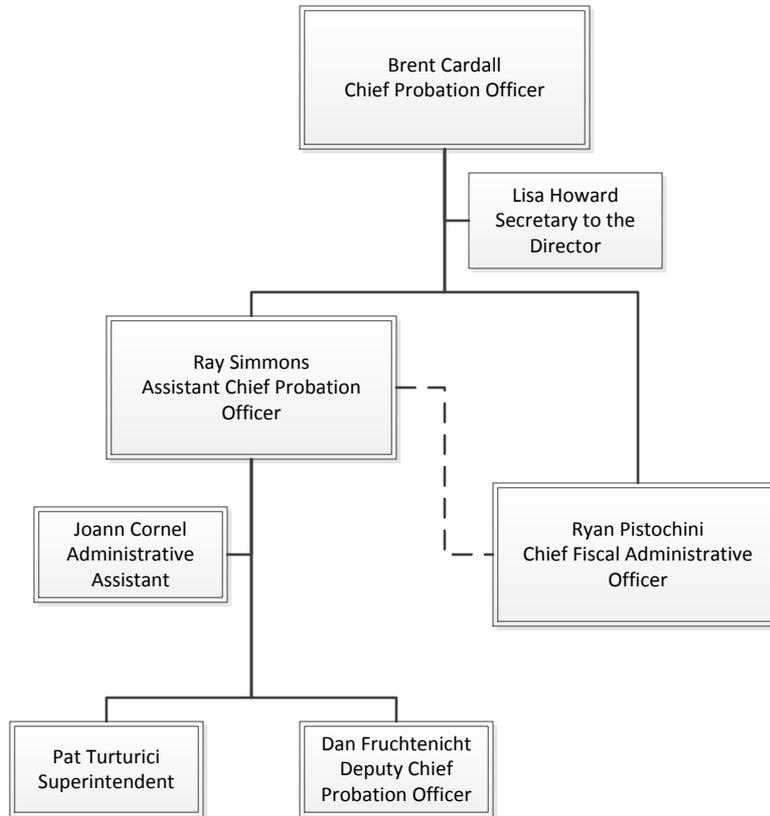


March 25, 2013

Yolo County Probation Department

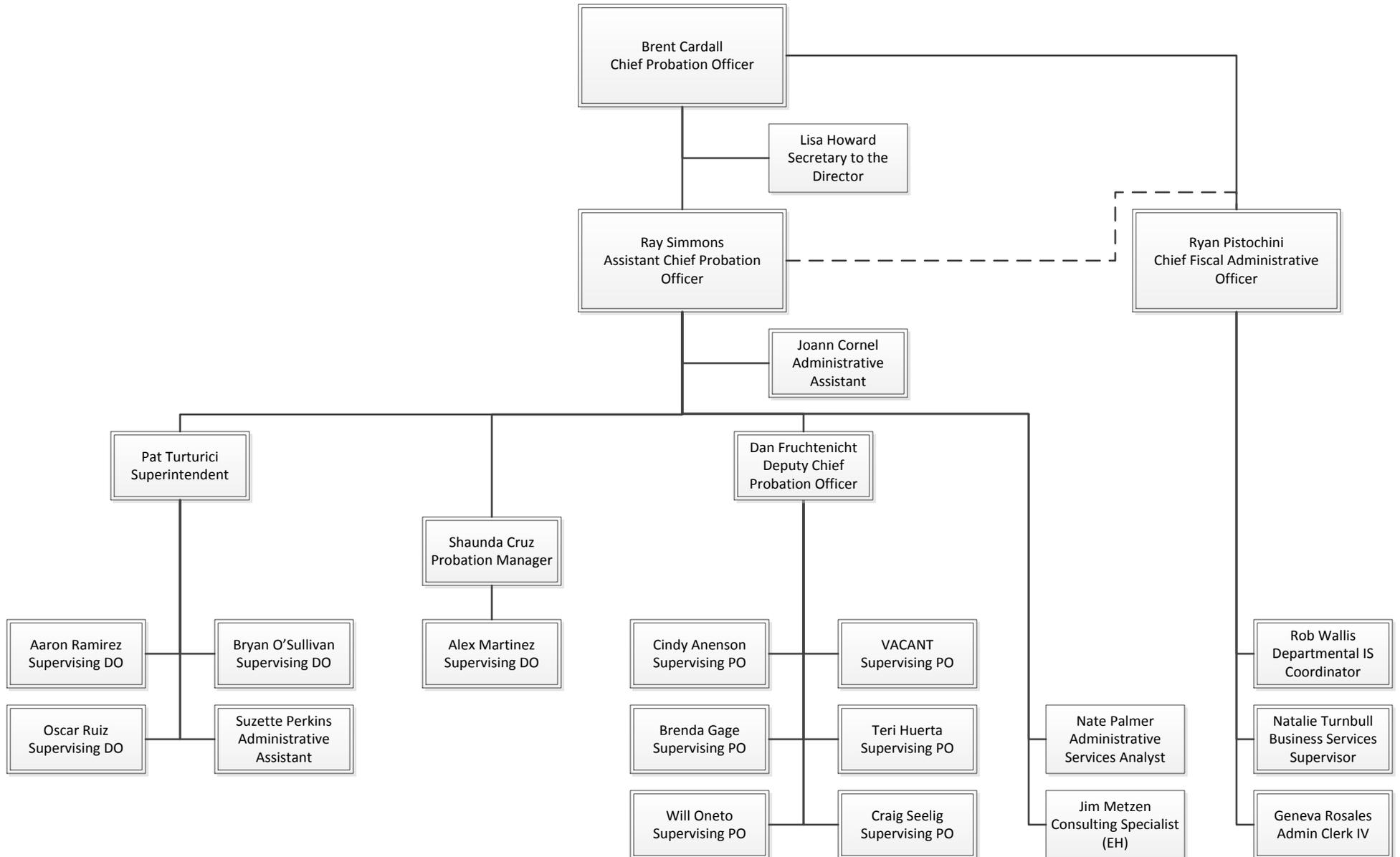
Senior & Executive Management

As of April 1, 2015



Yolo County Probation Department

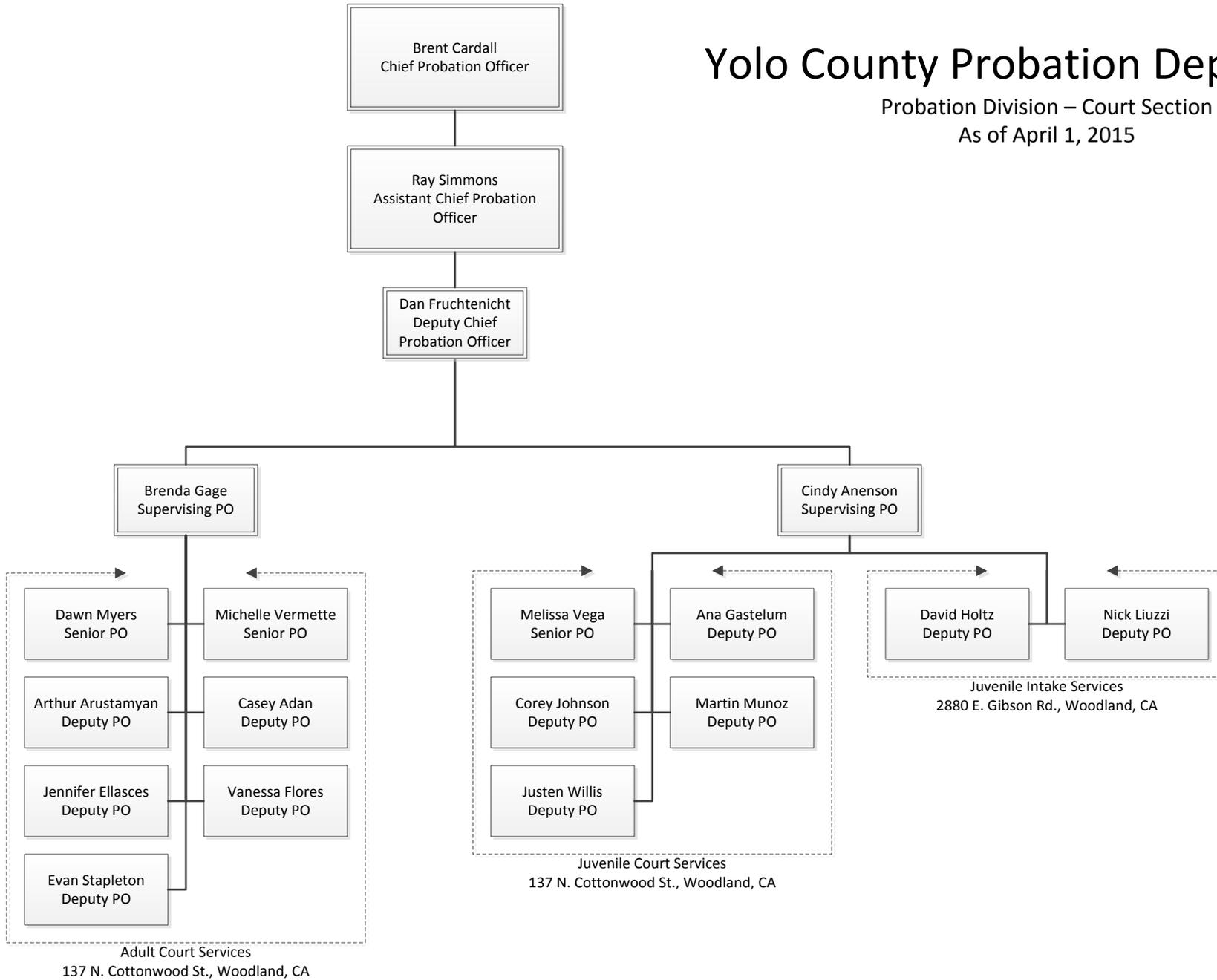
Executive & Senior Management with Middle Management, First Line Supervisors and Support Staff
As of April 1, 2015



Yolo County Probation Department

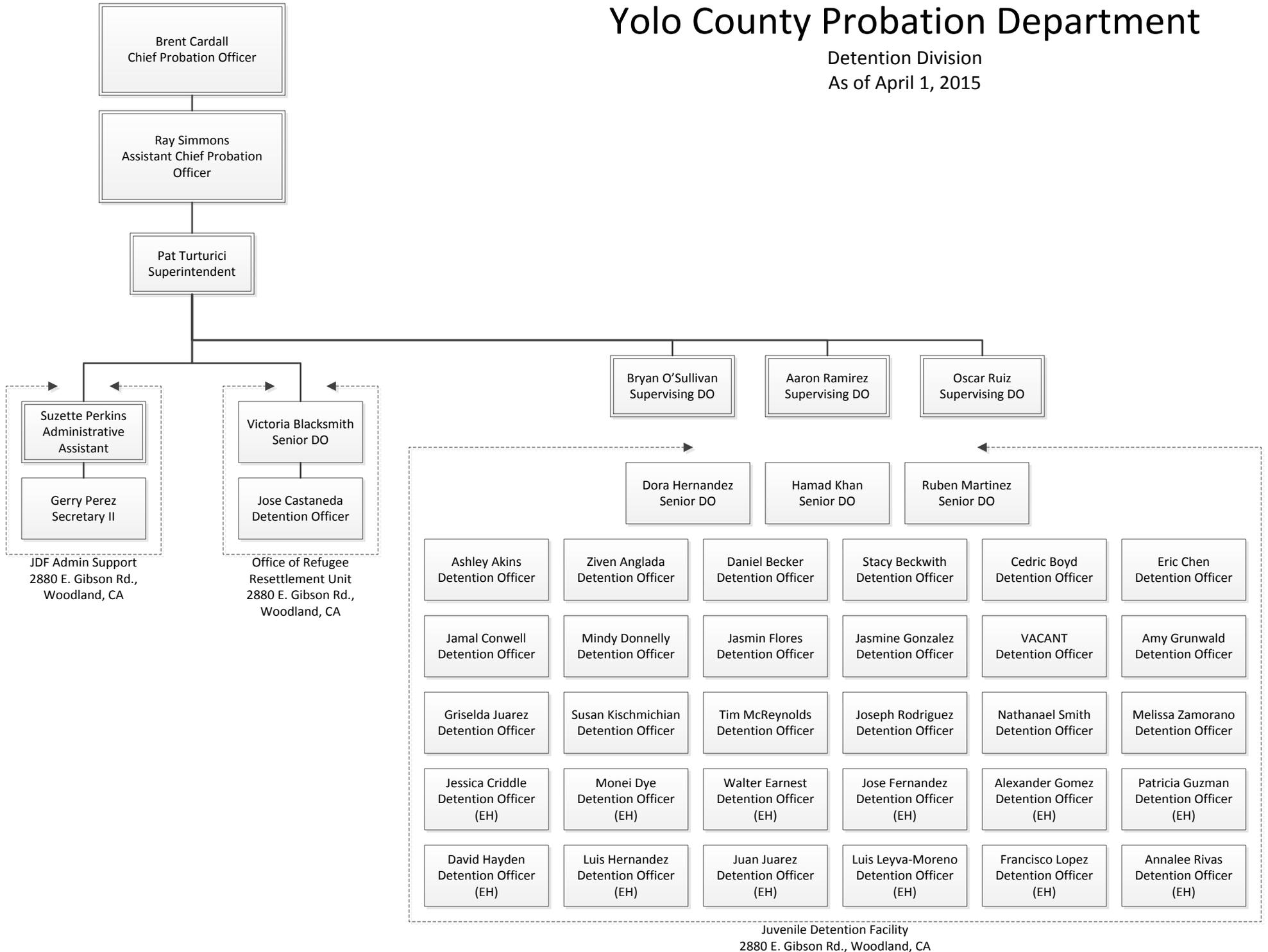
Probation Division – Court Section

As of April 1, 2015



Yolo County Probation Department

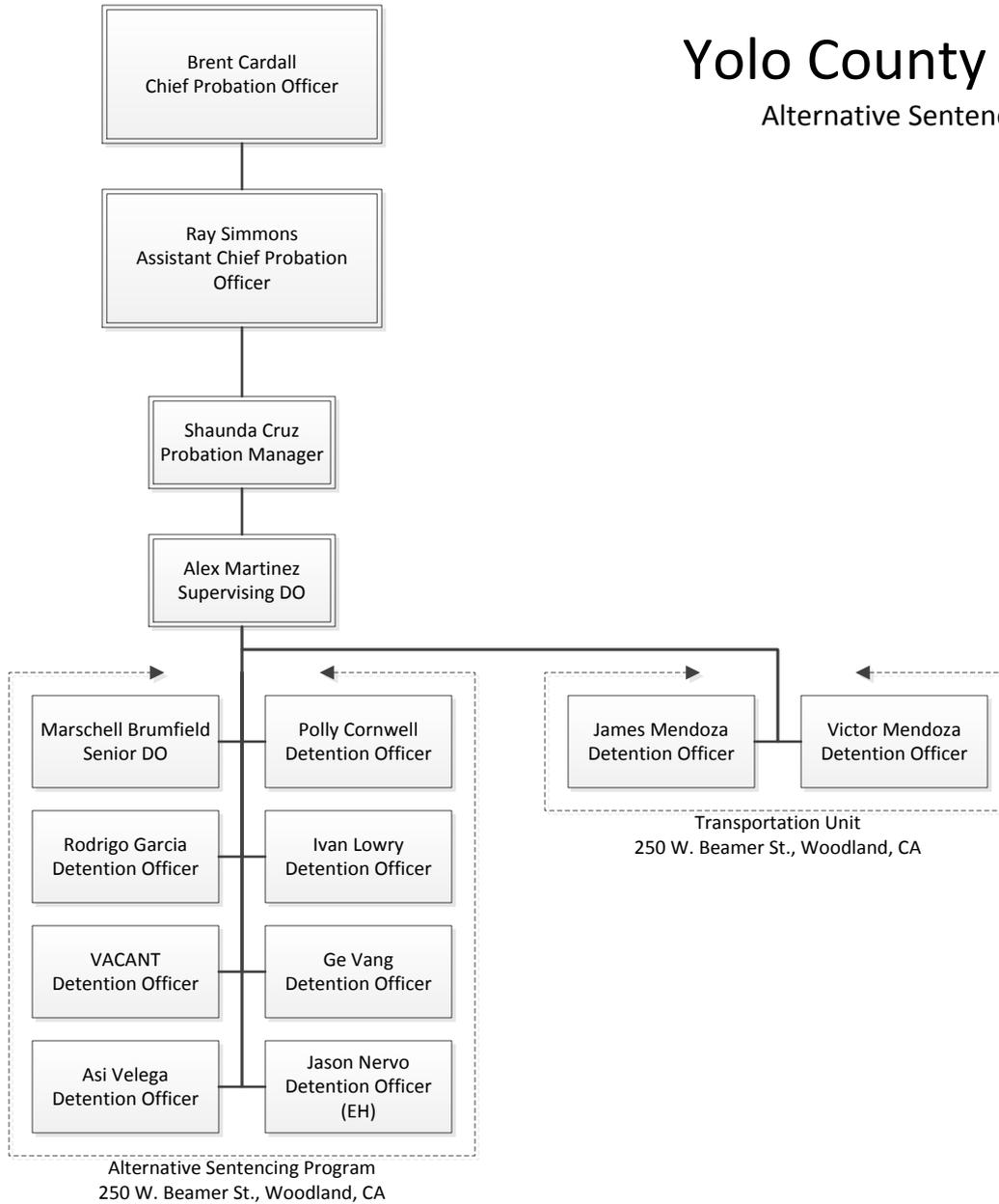
Detention Division
As of April 1, 2015



Yolo County Probation Department

Alternative Sentencing Program & Transportation Division

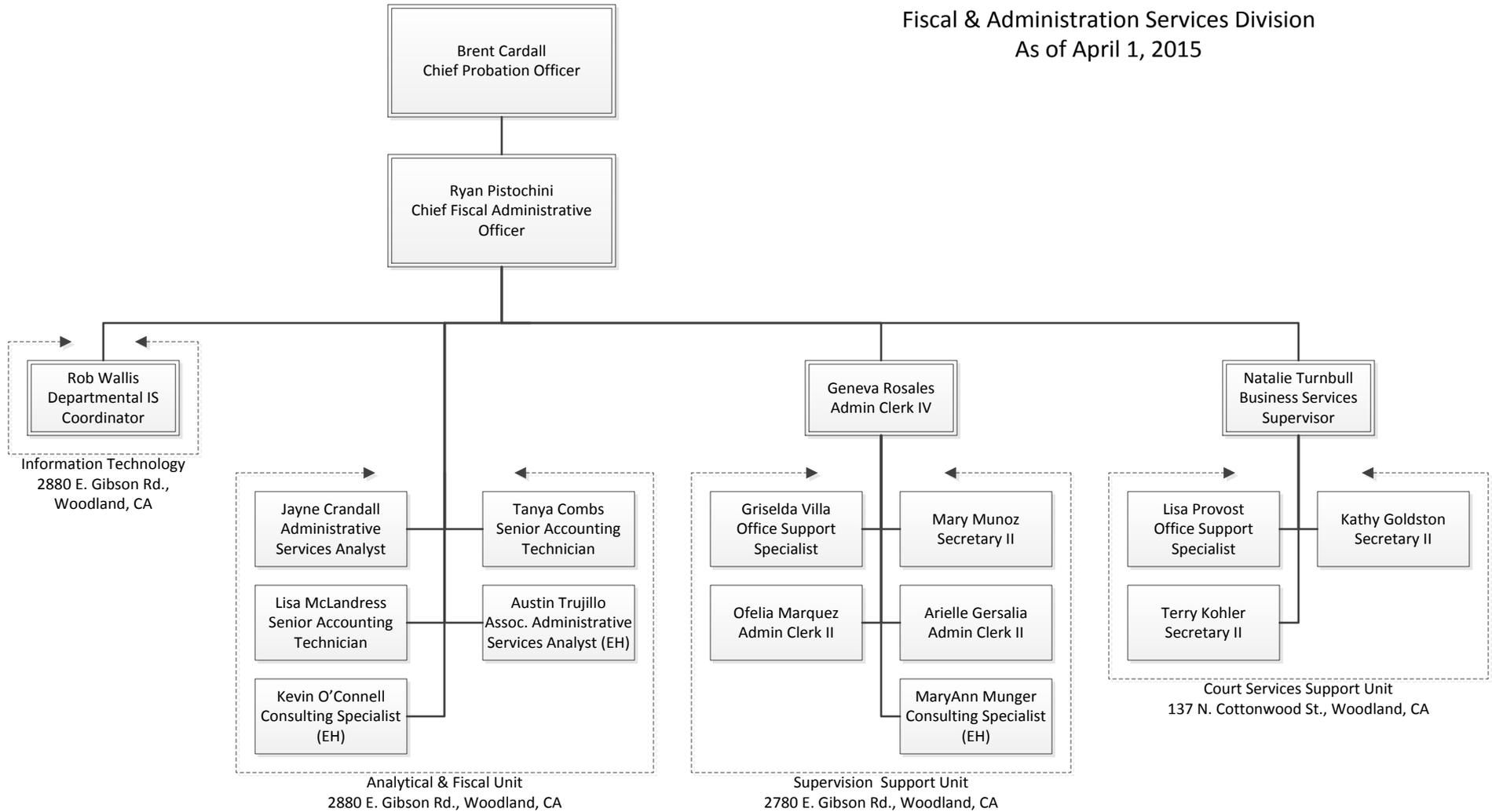
As of April 1, 2015



Yolo County Probation Department

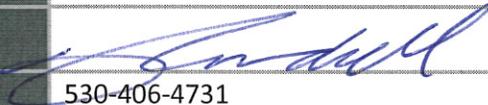
Fiscal & Administration Services Division

As of April 1, 2015



California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Yolo County
SIP Period Dates	March 2015 – March 2020
Outcome Data Period	Oct2014. Data extract: Q2 2014
County Child Welfare Agency Director	
Name	Joan Planell
Signature*	
Phone Number	530-661-2757
Mailing Address	25 N. Cottonwood Street Woodland, CA 95695
County Chief Probation Officer	
Name	Brent Cardall
Signature*	
Phone Number	530-406-4731
Mailing Address	2780 E. Gibson Road Woodland, CA 95776
Public Agency Designated to Administer CAPIT and CBCAP	
Name	Joan Planell
Signature*	
Phone Number	530-661-2757
Mailing Address	25 N. Cottonwood Street. Woodland, CA 95695
Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	
Signature*	

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 8-12-91
 Sacramento, CA 95814

*Signatures must be in blue ink

Contact Information

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	Agency	Yolo County Probation Department
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Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
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