

Santa Barbara County
Department of Social Services
Child Welfare Services

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**California –Children Family Services Review
(C-CFSR)**

Self-Assessment

May – October 2006

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INTRODUCTION

Assembly Bill 636 (Steinberg) established a new Child Welfare Outcome and Accountability System replacing the former CWS Oversight System which had focused exclusively on regulatory compliance. Pursuant to AB 636, the California Department of Social Services (CDSS) developed the California – Child and Family Services Review (C-CFSR). The C-CFSR brings California into alignment with the Federal Child and Family Services Review (CFSR) by establishing a new review system designed to promote improved Child Welfare Services (CWS) outcomes for children and families in each county in California. The vision created by the C-CFSR is that every child in California would live in a safe, stable, permanent home nurtured by healthy families and strong communities. Thus, “the purpose of the C-CFSR system is to significantly strengthen the accountability system used in California to monitor and assess the quality of services provided on behalf of maltreated children.”¹

The basis of the C-CFSR improvement and accountability system lies in a philosophy of continuous quality improvement, interagency partnerships, and community involvement with an overall focus of improving outcomes for children and families. The CDSS, in conjunction with the University of California at Berkeley (UCB), developed Outcome Measures that indicate how each county Child Welfare system in California is performing. Each county was required to conduct a Self-Assessment to explore how local programs, systems and factors impacted Outcome Measures in three major areas (Safety, Permanency and Stability, and Child and Family Well-being) and to use that Self-Assessment as the basis for developing a System Improvement Plan. Santa Barbara County Child Welfare Services (CWS) completed the initial Self-Assessment in June of 2004 and was included with the Year One Counties as an exception, despite having held the Peer Quality Case Reviews in September of 2005. Therefore, the following report covers information over a two year period and is the second Self-Assessment completed by Santa Barbara County CWS under the C-CFSR. It is in the format prescribed by CDSS. Whenever possible, Fiscal Year 2005-06 was used as the baseline year on the assumption that the systemic factors (e.g. funding, staffing, caseloads) existing then were most relevant to understanding current outcomes.

The C-CFSR designates the County Probation Department as an equal partner with CWS and our County Probation partners were participants in the self-assessment process, as well as actively involved in many of the collaboratives that support improved outcomes for children in Santa Barbara County. However, since Outcome

¹ All County Information Notice 1-50-06

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Measures are still in development for Probation foster youth, the Self-Assessment focuses primarily on CWS. The area of greatest relevance to both agencies is in improving outcomes for youth emancipating from either system.

Santa Barbara County CWS conducted its Self-Assessment from May – October 2006. The reports provided by CDSS combined with Safe Measures reports and internal data analysis sources provided sufficient data to inform the Self-Assessment process. As in the initial Self-Assessment, Santa Barbara County focused on obtaining extensive input from our many public and private partners, believing that their knowledge of and experience with CWS were critical in identifying the strengths, needs, and gaps in our service delivery system. The process focused on completing a gaps analysis with several existing groups who are integrally involved in promoting the safety and well-being of children and families. Participants from the existing groups included members of the KIDS Network and Child Abuse Prevention Council; the Children's System of Care (formerly MISC Cross-Agency); Juvenile Court "Brown Bags", CWS Regional meetings targeting all CWS line staff; and CWS Team meeting targeting all supervisors/managers. In addition, CWS extended opportunities to both our foster parents/substitute caregivers and our foster youth to provide feedback regarding the CWS/Probation service delivery system. In total, more than 150 people representing the public, private, and consumer sectors participated in the gaps analysis process, which was used to inform this Self-Assessment. Santa Barbara County CWS extends its deep appreciation to the many people and agencies that devoted considerable time and effort to this process.

I. DEMOGRAPHIC PROFILE AND OUTCOME DATA

A. Demographic Profile

1. Demographics of General Population

Santa Barbara County January 2005 population was 421,625, reflecting an annual growth rate of 0.8%.² The county maintained its position as the 20th most populous county in the state. California Department of Finance estimates from U.S. Census Bureau data show that the largest single source of growth in the county population is live births, with annual births representing more than twice the net annual gain in population.³

The county's net population growth of less than 1% (1/1/2005 to 1/1/2006) occurred largely outside the cities, with 90% of the growth in the unincorporated area. The major exception was the City of Santa Maria, whose increase was the equivalent of 46% of the net increase in total population; however, the net population declines in most of the other cities more than offset the growth in Santa Maria, leaving most population growth outside the cities as previously stated. During this same time period, the State of California as a whole grew in population by 1.2%⁴

In the last year for which components of population change for the county were available (2004), Hispanics represented 35% of the total population and accounted for 65% percent of the annual population growth. Non-Hispanic Whites, by contrast, represented 60% of the population, but only 19% of the annual net growth in population. African Americans represented 7% of net population growth and 2% of the population. Asians were 6% of net population growth and 4% of the population, with the remainder in both categories represented by Native Americans, people of multiple races and American Native Pacific Islanders.⁵

² California Department of Finance Report E-1: tabulation by F. Schultz, SODS

³ California Department of Finance Report E-2

⁴ California Department of Finance Report E-1: tabulation by F. Schultz, SBDSS

⁵ California Department of Finance Report E-3: tabulation by F. Schultz, SBDSS

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	<p>These changes may be significant, especially in the long run, because the child poverty rates by ethnic group for the county mirror significant differences in the educational levels of adults by ethnicity. The county anticipates future significant increases in the number of children in the county in households below the poverty level. Child poverty rates are generally correlated with child welfare services activity.</p> <p>The significant population growth in Santa Maria mirrors the rapid growth of low-wage, intermittent or seasonal agriculture jobs in the area, as this industry has been experiencing growth rates of up to 30% for the past few years. In the south, where the high cost of housing and living seems to be exacerbating already tight living conditions “a large percentage of the low paying jobs are within the Leisure and Hospitality Services and Retail Trade sectors.”⁶ Countywide, three of the five largest job sectors – Leisure and Hospitality, Retail Trade, and Agriculture, are low paying and “combine to represent about 33% of all County jobs.”⁷</p> <p>For additional general demographic information please see the U.S. Census Bureau⁸, or Children Now⁹ or the Santa Barbara County Children’s Scorecard¹⁰</p>
<p>2. Education system profile including performance of schools and educational outcomes for students</p>	<p>A review from the 2000 U.S. Census, of the educational levels of adults in Santa Barbara County (age 25 and older), revealed that 29.4 percent of the adult population has an educational level of a bachelor’s degree or higher and 20.8 percent of the adult population has less than a high school diploma. Point-in-time California figures are roughly similar with 26.6 percent having a bachelor’s or graduate degree and 23.2 percent having no high school diploma.¹¹</p> <p>More revealing is, that in 2004, the cohort group of children entering first grade in Santa Barbara County will come from mothers with widely disparate educational levels. Fully 38% will have mothers who did not graduate from high school¹² which is higher</p>

⁶ <http://www.countyofsb.org/cao/pdf/budget/0506/Sectionb.pdf>

⁷ *ibid*

⁸ <http://quickfacts.census.gov/qfd/states/06000.html>

⁹ <http://www.childrennow.org>

¹⁰ <http://www.countyofsb.org/kidsnet/documents/Scorecards/2005Scorecard.pdf>

¹¹ <http://quickfacts.census.gov/qfd/states/06000.html>

¹² <http://www.childrennow.org/assets/pdf/cdb05/cdb05-santabarbara.pdf>

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	<p>than the California average and vastly higher than the proportions of these groups in the U.S. school population.¹³</p> <p>According to the National Assessment of Educational Progress Outcomes, it can be expected that 52% of children with mothers who have not graduated high school will not be able to read at a level which constitutes the minimum satisfactory performance for 8th graders on national norms. Unless substantial progress is made in educating children from low educational level families, approximately 40% of young adults in this county will have sub-optimal levels of academic performance, and will be at considerable risk of being unable to support their families when they reach adulthood.</p> <p>For more specific educational performance figures please refer to the following resources California Department of Education- Demographics ¹⁴ or for specific API ¹⁵ and STAR ¹⁶ plus other Data and Statistics ¹⁷ Also see Scorecard Children's Scorecard ¹⁸</p>										
<p>3. CWS Participation Rates</p>	<p><u>Number of children under 18 years of age:</u></p> <table data-bbox="562 784 1050 857"> <tr> <td>Santa Barbara County population</td> <td>100,852</td> </tr> <tr> <td>State population</td> <td>9,620,511</td> </tr> </table> <p><u>Number and rate of children with referrals</u></p> <table data-bbox="562 950 1096 1023"> <tr> <td>SB County</td> <td>4,031</td> <td>40 per 1,000</td> </tr> <tr> <td>State</td> <td>482,462</td> <td>50.1 per 1,000</td> </tr> </table> <p>Santa Barbara experienced a 33% decline in referral rates compared to the State's rate of decline at 13% from our previous self assessment.</p>	Santa Barbara County population	100,852	State population	9,620,511	SB County	4,031	40 per 1,000	State	482,462	50.1 per 1,000
Santa Barbara County population	100,852										
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¹³ <http://wonder.cdc.gov/nataJ.html> compiled by F. Schultz

¹⁴ <http://www.ed-data.k12.ca.us/Navigation/fsTwoPanel.asp?bottom=%2Fprofile%2Easp%3Flevel%3D05%26reportNumber%3D16>

¹⁵ <http://api.cde.ca.gov/api2003/SearchName.asp?cCounty=42+SANTA+BARBARA&Topic=API&Level=County&submit1=Submit>

¹⁶ <http://star.cde.ca.gov/star2002/index.asp?CDSCode=42000000000000000000>

¹⁷ <http://www.cde.ca.gov/ds/>

¹⁸ <http://www.countyofsb.org/kidsnet/documents/Scorecards/2005Scorecard.pdf>

	<p><u>Number and rate of children with substantiated referrals</u></p> <table border="0"> <tr> <td>SB County</td> <td>865</td> <td>8.6 per 1,000</td> </tr> <tr> <td>State</td> <td>108,582</td> <td>11.3 per 1,000</td> </tr> </table> <p>Santa Barbara CWS substantiation rate was up 18% over the previous self assessment data compared to the State rate which showed a decline at 7%.</p> <p><u>Number and rate of first entries</u></p> <table border="0"> <tr> <td>SB County</td> <td>238</td> <td>2.4 per 1,000</td> </tr> <tr> <td>State</td> <td>28,999</td> <td>3 per 1,000</td> </tr> </table> <p><u>Number and rate of children in care</u></p> <table border="0"> <tr> <td>SB County</td> <td>588</td> <td>5.8 per 1,000</td> </tr> <tr> <td>State</td> <td>78,960</td> <td>8.2 per 1,000</td> </tr> </table> <p>The rate of first entries has doubled in Santa Barbara County from the previous self assessment, reflecting a 94% change in the total number and rate of children in foster care. Comparably, the State saw a decline at 8% during this same time period. The overwhelming change in the number of foster care entries coupled with a decline in the referrals rates bears continued monitoring and analysis. The System Improvement Plan coupled with business operations changes will require a more in depth analysis in an attempt to explain the growing population of children in Santa Barbara County supervised foster care. This has become a high priority issue as the rate of growth continues to exceed available resources.</p> <p>Source is UC Berkeley CWS/CMS Reports¹⁹ Additional details are also available in the attached CWS Outcome & Accountability County Data Reports (Combined). (Please see Appendix, Figure 1.)</p>	SB County	865	8.6 per 1,000	State	108,582	11.3 per 1,000	SB County	238	2.4 per 1,000	State	28,999	3 per 1,000	SB County	588	5.8 per 1,000	State	78,960	8.2 per 1,000
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<p>CWS Outcomes and Indicators</p>																			
<p>1. County Data Report</p>																			

¹⁹ <http://cssr.berkeley.edu/cwscmsreports>

	Please see attached as Appendix, Figure 1 the CWS Outcome & Accountability County Data Reports (Combined).
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II. AGENCY CHARACTERISTICS

A. Size and Structure of Agency – Base Year = Fiscal Year (FY) 2005/06

1. County operated shelter(s)	Santa Barbara County CWS contracted with 6 licensed foster parents for a total of 20 beds, one Foster Family Agency for a total of 4 beds, and one group home with 2 beds for emergency shelter care during most of FY 05/06. Children experiencing significant emotional and/or behavioral needs that could not be supported in a traditional Emergency Shelter Care home were placed in residential treatment at Casa Pacifica in Ventura County or Devereaux in Santa Barbara County. With the addition of Devereaux as a needs assessment center, Santa Barbara County CWS revised the focus of the “La Morada” project, which was presented in the initial Self-Assessment. However, Devereaux and Casa Pacifica have been unable to consistently meet the expectations of County CWS and the needs of the children placed in their care. Therefore, the development of an in-county Youth Assessment and Transitional Center at “La Morada” has resumed focus to provide a comprehensive assessment and transitional care for the growing population of youth with complex behavioral and emotional needs.
2. County Licensing	SB County Department of Social Services (DSS) operates its own Foster Care Licensing program under an MOU with Community Care Licensing (CCL).
3. County Adoptions	The County Department of Social Services (DSS) is licensed to provide Adoption Services.

B. County Governance Structure

1. Child Welfare Services	The County has a five member Board of Supervisors (BOS) and a County Executive Officer (CEO). The Director of Social Services reports to the CEO and the BOS. CWS is directly managed by one Deputy Director (reporting to the Director) and three Division Chiefs reporting to the Deputy. Each Division Chief is based in one of our 3 primary regions (Lompoc, Santa Barbara,
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	and Santa Maria) and generally manages a range of programs/projects and two to four Social Service Supervisors each. During the last half of FY 05/06, the Social Services Operations and Support division was created to enhance program support and the utilization of available data/resources to continually evaluate and recommend process improvement strategies for CWS. The Division Chief responsible for the Operations Division reports directly to the CWS Deputy Director.
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C. Number/Composition of Employees

<p>1. Staffing Characteristics/Issues</p>	<p>In FY 05/06 there were approximately 677 total positions in the Department of Social Services distributed throughout three distinct regions over a 100 mile geographic spread — South County (Santa Barbara, Carpinteria, Goleta), West County and the Valley (Lompoc, Buellton, Santa Ynez), and North County (Santa Maria, Los Alamos, Cuyama). Caseloads and the corresponding staffing are showing an increased trend in the West and North County regions. A point-in-time report for March 2005 showed 1 staff on leave of absence and 59 vacant positions department wide. Ethnicity for the entire department shows staff at 57% Hispanic, 37% Caucasian, 4% Asian, and 2% Black. The vacancy rate for the whole department was 9%.²⁰</p> <p>During FY 05/06, there were 101 full-time and 5 part-time positions in the CWS Branch (managers, administrative support, and line staff) with approximate equal distribution in each of 3 three regions.²¹ During this time, more than 60% of social workers (Social Service Workers and Social Service Practitioners) had less than 5 years experience with the agency. Roughly 48% of the current workforce has less than 2 years experience with SB County CWS. The rising caseloads and the increasing demands placed on social workers by state and federal regulations have resulted in difficulties hiring and retaining staff. <i>(Please see our Organizational Chart - Appendix, Figure 2).</i></p>
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²⁰ (Biweekly Staffing by Department Report, County of Santa Barbara March 2005)

²¹ <H:\mhoest\AB636\Self Assessment\06-07 org chart>

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<p>a. Turnover Ratio</p>	<p>During the 2005 calendar year, separations from CWS totaled 9, including 2 Social Services Supervisors II and 7 Social Workers/Practitioners. Of these 9, 2 retired, 2 transferred into equivalent county positions, 4 left county employment for new jobs, and 1 left for family reasons.²³ These separations resulted in a 15% turnover ratio.</p>						
<p>b. Private/Public Contractors</p>	<p>SB County CWS has over 36 contracts with vendors for services including Emergency Shelter Care, Differential Response, Alcohol and Other Drug (AOD) services, mental health services, Home Connections Finders, Pride Resource Family Assessor, tutoring, transportation, Independent Living Skills providers, and After Care Services for emancipated youth.</p>						
<p>c. Worker Caseload</p> <p>Assessment & Investigations</p>	<p>In 2005, 4116 unduplicated children coming from 3873 families were referred to Santa Barbara County Child Welfare Services for investigation of abuse or neglect. Of those referred, 3551 children received an investigation. The investigations resulted in the substantiation of the referral on 922 children. Of those 922 children, 506 children were opened for case management by Child Welfare Services.²⁴ The remaining children may have received limited supportive services through Child Welfare and/or were referred to an array of community resources.</p> <p>Referral Investigations (September 05/06)²⁵</p> <p>Please note that the average number of workers in each of these units is based on total FTEs for the unit and does not reflect vacancy rates when averaging the number of referrals per worker. Understandably when vacancies arise, the number of referrals investigated by the remaining staff increases.</p> <table data-bbox="562 1214 989 1315"> <tr> <td colspan="2"><u>Lompoc Office (LM AIU)</u></td> </tr> <tr> <td>Total Referrals <i>Investigated</i></td> <td>856</td> </tr> <tr> <td>Avg. Monthly Total</td> <td>71</td> </tr> </table>	<u>Lompoc Office (LM AIU)</u>		Total Referrals <i>Investigated</i>	856	Avg. Monthly Total	71
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Total Referrals <i>Investigated</i>	856						
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²³ DSS Personnel Database-Separations and Management Staffing Report March 2005

²⁴ <H:\mhoest\DataReports\Referrals\Referrals & Outcomes for Kids Scorcard.xls>

²⁵ <https://www.safemeasures.org/ca/safemeasures.aspx>

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Case Management	Avg. # of Wkrs	5
	Avg. Monthly Referrals per Wkr	14
	<u>Santa Barbara Office (SB AIU)</u>	
	Total Referrals <i>Investigated</i>	854
	Avg. Monthly Total	71
	Avg. # of Wkrs	4
	Avg. Monthly Referrals per Wkr	18
	<u>Santa Maria Office (SM AIU)</u>	
	Total Referrals <i>Investigated</i>	1284
	Avg. Monthly Total	107
	Avg. # of Wkrs	5
	Avg. Monthly Referrals per Wkr	21
	<p>Worker Caseloads in June 2006 in the CWS Ongoing/MISC units were beginning to reach challenging numbers, particularly in the north county, given the multiple demands for social worker time in completing assessments; developing case plans; writing legally sound court reports; brokering services for children and families; locating suitable placements for children, participating in team meetings; and maintaining timely monthly contacts with children, parents, and substitute care providers. As a result of the rise in caseloads and the ever-increasing demands, a mini reorganization of responsibilities was implemented in July 2006 to provide relief to social work staff and to distribute work more equitably.</p>	
	<p>Caseload Averages – July 2006²⁶ Please note that the average number of workers in each of these units is based on total FTEs for the unit and does not reflect vacancy rates when averaging the number of cases per worker. Understandably when vacancies arise, the number of cases managed by the remaining staff increases.</p>	
	<u>Santa Maria Ongoing/MISC</u>	
<i>Number of Cases</i>	246	
Avg. # of Wkrs	7	
Avg. cases per Wkr	35	

²⁶ G:\GroupSM\SS Ops Dev\Safe Measures Performance Report July 2006

	<p><u>Lompoc Ongoing MISC</u> <i>Number of Cases</i> 144 <i>Avg. # of Wkrs</i> 5 <i>Avg. cases per Wkr</i> 29</p> <p><u>Santa Barbara Ongoing/MISC</u> <i>Number of Cases</i> 117 <i>Avg. # of Wkrs</i> 6 <i>Avg. cases per Wkr</i> 20</p> <p><u>Countywide Court Services</u> <i>Number of Cases</i> 64 <i>Avg. # of Wkrs</i> 5.5 <i>Avg. cases per Wkr</i> 12</p> <p><u>Permanency Unit</u> <i>Number of Cases</i> 156 <i>Avg. # of Wkrs</i> 7 <i>Avg. cases per Wkr</i> 22</p>
<p>2. Bargaining Unit Issues</p>	<p>County CWS maintains positive working relations with Service Employees International Union (SEIU), Local 620 (which represents clerical and technical classifications) and Local 535 (which represents services and eligibility classifications). SEIU members have been involved in our county Self-Assessment focus groups. The Memorandum of Understanding (MOU) between SEIU Local 535 and the County of Santa Barbara expires October 2007. The two primary issues presently under review are pay equity adjustments for Social Service Worker/Practitioner classifications and the Clerical Classification and Compensation Study. As union members will be entering into negotiations again next year issues that will most likely be revisited include:</p> <ul style="list-style-type: none"> • Caseload Standards • Beeper Duty • Hazardous Duty Pay (SSW/SSP Home visits) • Health & Safety in field (e.g., home visits) • Increase Bilingual allowance • Increase Standby Pay for Beeper Duty • Overtime pay for SSPs • "Flex schedule" Options(add 4/10 & 9/80 on Mon / Wed / Fri)

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3. Financial/Material Resources					
a. Source and Expenditure of Funds	Child Welfare Services are funded from a variety of sources, including Title IV-B, Title IV-E of the Social Security Act of 1935, as amended, Title XIX, Title XX and TANF. These federal funds are matched by the State of California and by local county proceeds of taxes to draw funds for services rendered to eligible children and families.				
	FY 2006-07				
	State	One-Time Special	FFP Based on Overmatch	Total	Line Worker FTE's
CWS	\$9,170,503	\$297,284		\$9,467,787	54.89
SCIAP	\$28,831			\$28,831	0.00
Adoptions	\$522,518	\$156,265	\$122,867	\$801,650	5.14
Licensing	\$255,346			\$255,346	1.65
CWSOIP	\$320,655			\$320,655	0.00
Children's Trust	\$12,000			\$12,000	0.00
Prop 10	\$10,500			\$10,500	0.00
PSSF	\$354,848	\$19,000		\$373,848	0.00
STOP	\$105,930			\$105,930	0.00
ILP	\$258,546	\$6,494		\$265,040	0.00

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Emancipated Youth					
Stipends	\$16,943			\$16,943	0.00
County Only Childcare		\$8,260		\$8,260	0.00
County Only CWS Direct	\$31,940			\$31,940	0.00
	\$11,088,56			\$11,698,73	
	0	\$487,303	\$122,867	0	61.68
<p>In addition, Santa Barbara County Social Services is a participant in the Multi-Agency Integrated System of Care (MISC) for children, and has dedicated staff to integrated services co-located at mental health program sites. Staff bill and earn Medi-Cal dollars for eligible services, helping to fund staffing at a level higher than traditional child welfare funding while providing specialist case management services to children in the child welfare system who are also clients of the county mental health system.</p> <ul style="list-style-type: none"> • Medi-Cal/EPSDT Revenue for MISC staff \$350,000 (Budgeted 2006-07) 					

4. Political Jurisdictions	
<p>a. School Districts/Local Education Agencies</p>	<p>There are 23 K-12 school districts and two community college districts in Santa Barbara County. Individual schools are listed on the public schools and private schools pages. (http://www.sbceo.k12.ca.us/districts/Welcome.html and http://www.sbceo.k12.ca.us/schools/private.html)</p> <p>As a whole, county schools have difficulty meeting the needs of foster youth. A lack of coordination between the 23 public school districts, and over 150 public and private schools, with differing contacts, policies, procedures, and information systems (or lack thereof), have created a challenge for CWS in obtaining Individualized Educational Plans (IEPs), Special Education Services, and academic records for foster youth. Research, as well as, input from community forums, and CWS staff indicate that foster youth fair quite poorly in accumulating credit and losing credit due to placement changes.³⁰ Research indicates that foster youth are not prepared for life upon leaving the system and often fair quite poorly when living on their own.³¹ <i>County CWS recognizes that there remains significant area for improvement in meeting the educational needs of the youth served by CWS and continue to focus on this as a high priority to ensure better outcomes for our youth.</i></p> <p>County Education Office and County CWS have formed a partnership working diligently on the issues impacting our youth related to ensuring educational continuity and success (AB490). Plans, strategies, and protocols are being developed and/or revised to enhance Foster Youth Services and the Independent Living Program.</p>
<p>b. Law Enforcement Agencies</p>	<p>The following four agencies represent the bulk of law enforcement efforts in the county:</p> <ul style="list-style-type: none"> • Santa Barbara County Sheriff, Sheriff Jim Anderson, 4434 Calle Real, Santa Barbara, CA 93110 (includes all unincorporated areas of the county and cities of Carpinteria, Goleta, and the various Santa Ynez Valley jurisdictions. • City of Lompoc Police, Chief William Brown, Jr., 107 Civic Center Plaza, Lompoc, CA 93436 • City of Santa Barbara Police, Chief Cam Sanchez, 215 East Figueroa Street, Santa Barbara, CA 93101

³⁰ http://www.vera.org/publication_pdf/169_280.pdf

³¹ http://cssr.berkeley.edu/childwelfare/pdfs/youth/ffy_report.pdf

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	<ul style="list-style-type: none"> • City of Santa Maria Police, Chief Dan Macagni, 222 East Cook Street, Santa Maria, CA 93454 • City of Guadalupe, Chief Jerry Tucker, 4490 10th Street, Guadalupe, CA 93434 <p>County CWS has a written agreement with each jurisdiction to assist CWS with “after-hours” responses by utilizing Sheriff’s Dispatch and “on-call” Social Workers. Additionally, CWS entered into several joint ventures to participate in School Attendance Review Boards (SARB) for truant youth and established a Sexual Assault Response Team (SART) and two SART examination facilities (SB and Lompoc). Currently, expansion of a SART facility in the Santa Maria region is in the development process. Another collaborative with law enforcement, particularly the District Attorney’s Victim Witness Program, and various local non-profit Community Based Organizations (CBOs) includes the Family Violence Prevention and Intervention Partnership. Other law enforcement based endeavors include the Drug Endangered Children (DEC) committee that developed a response protocol with CWS, law enforcement, and the local hospitals. The DEC protocol was implemented in the Spring of 2005. Data regarding children served and the parents prosecuted under DEC is being maintained by the District Attorney’s Office, the Sheriff’s Office, and CWS. To date, 18 children have been served under the DEC protocol.</p>
c. Tribes	<p>Santa Ynez Band of Chumash Indians, PO Box 517, Santa Ynez, CA 93460 is the only recognized tribe and reservation in the county. County CWS refers all possible ICWA eligible children via letters to the identified Tribe and Bureau of Indian Affairs and records this in CWS/CMS. When the child in question may be a member of the Chumash, a phone referral is also made. In the case that a child is or eligible Chumash, the Tribe reviews the request and requests CWS assistance when needed. CWS also participates in the Santa Ynez Multi-Disciplinary Team hosted by the Chumash Tribal Health Clinic. Significantly, the Chumash Tribal Health Clinic is a new and well-funded facility that offers a wide array of medical, dental, behavioral (AOD and mental health), community health, and nutrition programs.</p>
d. Cities	<p>All cities in Santa Barbara County have populations under 100,000 and the interface between the cities and CWS generally takes place with the appropriate law enforcement jurisdiction in the context of child abuse and neglect investigations. In addition, CWS participates in the City of Santa Maria collaborative entitled Families for the First Decade (FFD) which focuses on improving the</p>

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	lives of children by offering resources and support for all family members. FFD project is a collaborative of over 100 local community based organizations, public agencies, faith communities, educational institutions, and businesses that strive to offer enhanced services and integrated services/support for families. ³²
5. Technology Level	
a. Laptops used by field staff	After-hours social workers have on-line access to the statewide Child Welfare Services/Case Management System (CWS/CMS) and other office applications.
b. Capacity to use SAS, SPSS, Business Objects or other software	DSS has an analyst who utilizes Business Objects, SPSS, Excel, and MS MapPoint to chart data. It is the primary responsibility of the Social Services Operations and Support Division to develop and analyze regular reports to provide program oversight and ongoing needs assessment for presentation to department heads and managers. In addition, all managers, supervisors, and line staff have the ability to access Safe Measures to keep apprised of their respective division, unit, or caseload status regarding performance on outcome measures.
c. Desktop Hardware	During FY 2002/03, CWS was able to upgrade our CWS/CMS “co-existent” desktop computers to new Pentium 4 PCs running Windows 2000 operating system. The county infrastructure has expanded fiber optic bandwidth to enhance cross-WAN performance. The network has been enhanced since then to improve performance and provide redundancy with future plans for a new workstation operating system (XT) currently under consideration.
III. SYSTEMIC FACTORS	
A. Relevant Management Information Systems	The Child Welfare Services/Case Management System is the principal information system for County CWS. Santa Barbara County went “live” in July 1997 using all facets of the application and is considered a “full-utilization” county. All CWS staff is trained in the utilization of CWS/CMS. However given the relative inexperience of our line staff, the CWS/CMS system continues

³² <http://www.ci.santa-maria.ca.us/recreation/HelpfulInformation.pdf>

to present a challenge for ensuring data entry timeliness and integrity. CWS continues to place an emphasis on the utilization of CMS as a case management tool to enhance line staff usage. All supervisors and managers began use of the Safe Measures tool in November of 2005 and utilize the tool regularly to monitor staff responsibilities and performance on various outcome measures. In August 2006, all Social Workers/Practitioners were given access to their caseload in Safe Measures in order to afford the line staff an opportunity to better understand the link between their data entry and the outcome measures.

The Operations and Support Division continues to provide oversight regarding data integrity and shares relevant information with managers and supervisors to enhance the completion and accuracy of key fields in the CWS/CMS system. New policy and/or procedures often result as the data integrity issues are identified and strategies to improve accuracy are developed.

In March 2006, CWS replaced their Risk Assessment tool with the California Structured Decision Making tool in order to improve assessments, increase consistency and accuracy in decisions related to safety/risk, and to provide clearer oversight of the decision making process. Since implementation in March 2006, there was a multi-stage roll out in regards to the expectation of usage related to the new tool. At the writing of this assessment, it is the expectation that staff are currently utilizing the tool at all critical decision points and that the tool is completed accurately with oversight provided by the unit supervisor.

Foster Care Eligibility workers were trained and began utilization of the State's CalWin program to process all foster care and adoption assistance payments in March of 2006. Implementation of the CalWin system had a larger impact on the business processes for foster care services than originally anticipated. New policy and procedures have been implemented over the past few months to ensure timeliness and accuracy of corresponding entry of placement information in CWS/CMS.

B. Case Review System

1. Court structure/relationship:

The Juvenile Court of Santa Barbara County is operated by the Superior Court holding hearings in both Santa Maria and Santa Barbara. The Santa Maria location calendars all cases from the north and west county regions, while Santa Barbara calendars those cases from all south county regions. The majority of CWS and Probation cases are heard in the Santa Maria Juvenile Court by the Assistant Presiding Superior Court Judge. County CWS and Probation meet regularly with the presiding Juvenile Court Judges to review process related issues and to keep the courts apprised of various systemic issues impacting CWS and Probation in delivering services to the client population. In addition, quarterly, less formal Brown Bags meetings are held with the respective presiding and South County judges.

a. Use of Continuances

Use of Continuances: The Juvenile Court “brown bag” discussions focused on the role of continuances and their impact on delaying permanency for youth in the foster care system. A review of the available data will provide clarification as to who is requesting the continuances and the reasons for those continuances. In an effort to eliminate unnecessary continuances that result from issues such as proper noticing for hearings, late reports, non-appearance of children, etc. the court group will be examining the information and recommendations for process changes implemented. Although continuances can significantly delay the timeliness of permanency for youth, a closer examination of the data shows that Santa Barbara County has failed to meet the federal reunification standard by three children, which could have essentially been one family. In analyzing the data, consideration must be given to the economy of scales given the relatively small number of youth that are served by the County overall which may cause significant variances in the percentages utilized to reflect performance on the measures. In addition, County CWS is performing well in the timeliness to adoption measures.

b. Termination of Parental Rights

Termination of Parental Rights (TPR): SB County CWS and the Court have continued to **perform well** in regards to the timeliness of adoptions for youth. Aside from the general challenges related to terminating parental rights, there does not appear to be any systemic issues impacting outcomes. There were 128 cases during FY 05/06 with a TPR dated entered and the County accepted 5 relinquishments during this same time period. CWS has identified CWS/CMS entry of TPR information as a data

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<p>c. Facilities Available for Parents and Children</p> <p>d. Use of Alternative Dispute Resolution</p>	<p>integrity issue requiring implementation of new procedures and corresponding training of staff. CWS - Adoptions finalized 55 adoptions in FY 05/06, thereby securing these children a family for life. CWS continues to surpass the Federal and State Standards with 53.3%³³ and 8.7%³⁴, respectively, for Time to Exit Foster Care to Adoption.</p> <p><u>The Juvenile Court facilities</u> are at opposite ends of the spectrum related to the availability of space for children and families. The SB Courthouse is located in an historic building constructed in the 1930's with limited accommodations for patrons. While the Santa Maria Juvenile Court moved into their new, more spacious building attached to the new juvenile hall in 2006. There is a significantly larger waiting area, more seating, and a pleasant, partially enclosed room with a table and small chairs for children. In addition, there are meeting rooms for counsel and CWS on the premises.</p> <p><u>Alternative Dispute Resolution</u> or family mediation is not currently being utilized, but has been explored in the past. County CWS is not aware of any current plans to implement alternative dispute resolution.</p>
<p>2. CWS Process for Notification of Hearings</p>	<p>SB County CWS continues to utilize CWS/CMS to guide staff in sending timely hearing notices. Office Assistants in each unit are responsible for sending out hearing notices based on CMS, the Social Worker's requests, and Court hearing notes that are distributed to all Social Workers and Office Assistants shortly after the last hearing</p>
<p>3. Process for parent-child participation in case planning</p>	<p>Santa Barbara County CWS integrates fairness and equity towards racial and ethnic groups into case planning decisions by regularly utilizing the Team Decision Making (TDM) meetings for case planning and placement decisions. The meetings involve the parents, any support resources, including community partners, parent advocates, relatives, friends, foster parents, attorneys, and service providers. Youth 10 years and older are present in case planning sessions and present at placement TDMs in accordance with the TDM protocol for youth participation.</p>

³³ http://cssr.berkeley.edu/CWSCMSreports/cfsrdata/stanadards/cfsr_standardsForm.asp

³⁴ <http://cssr.berkeley.edu/CWSCMSreports/Cohorts/exits>

	<p>When TDMs are not held for case planning, Social Workers confer with parents, children, and service providers in case planning activities discussing risks, strengths, needs, services, and available resources. Children are involved in the case planning process and are generally required to attend Court. SB County maintains a contract with private attorneys to represent our children in dependency hearings. These attorneys are very involved with the children and have regular contact with them and the social worker regarding case concerns and progress.</p> <p>In August 2006, an ILP Futures and Information Fair was held for CWS and Probation youth. Participants completed a survey which asked if they had participated in the development of their Transitional Independent Living Plan. More than half of the respondents indicated that they had not participated in the development of their TILP. This is an area in which Santa Barbara County Child Welfare Services and Probation will need to re-emphasize with staff, the importance of engaging youth in the planning process and monitor progress. However, the ILP Futures Fair and the recently held Senior Summits provided youth with information, resources, and community supports that they could use in planning for their futures. Emancipation conferences are being held to assist youth with preparing for their emancipation/exit from foster care</p>
<p>4. General Case Planning and Review</p>	
<p>a. Written Case Plan</p>	<p>Since going "live" with CWS/CMS in July 1997, SB County CWS staff has utilized CWS/CMS to generate case plans. Case plans are written by the majority of our social worker/practitioner staff and utilize the Structured Decision Making's Family Strengths and Needs Assessment to target focused intervention services. The majority of the case plans written are completed in conjunction with the court report for the upcoming FM, FR, or PP court hearing and correspond to the mandatory judicial reviews. Case plans that are not prompted by the need for judicial review for updates include the initial (30 day) case plan, voluntary family maintenance case plan, and guardianship services only cases. In these instances the reminder section in CWS/CMS and Safe Measures are utilized to assist staff in maintaining current case plans for all clients.</p>

	<p>Safe Measures indicates that SB County CWS' compliance in approved case plans has steadily improved since April 2006 as part of our efforts to improve data integrity and expand the CWS/CMS working knowledge of our relatively new workforce. An analysis of the information reveals that Case Plans are typically developed in a timely manner, as they are routinely filed in Juvenile Court with the corresponding court reports within the legally mandated time frames. In September 2006, Safe Measures reflected a 78% compliance rate for case plans. The compliance rate should be significantly higher and requires some additional work related to the business processes of submitting the case plan to the supervisor for approval. Although case plans have been entered and hard copies of the plan are approved by the Social Services Supervisor II, they have not been submitted by workers and/or approved by the supervisors in CWS/CMS in a timely manner.</p>
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<p>b. Concurrent Planning</p>	<p>In July of 2006, County CWS implemented a mini-reorganization of responsibilities to provide increased support to our Ongoing/MISC units by reducing caseload/responsibilities and distributing workload more equitably between the case managing units. The mini-reorganization resulted in the Adoptions/Concurrent Planning Unit being renamed the Permanency Unit. The Permanency Unit will be responsible for managing all cases post a WIC 366.26 hearing in order to continue to emphasize seeking permanence through adoptions/guardianship for all youth, regardless of age. The tasks of concurrent planning were re-assigned to the primary assigned worker. CWS is currently in the process of revising concurrent planning functions, as a result of this mini-reorganization, which will require the training of our staff to ensure that they are meeting responsibilities in this area.</p> <p>To enhance the concurrent planning process and the identification of possible connections for children in foster care, CWS sought Child Welfare System Outcome Improvement Project (CWSOIP) funds in 2005/2006 for placement assistance staff, which were referred to as the Home Connection Finders. In an effort to maximize early identification and location of relatives for possible placements, SB County CWS maintained a contract with a community based organization to serve as the home connection finders. This service sought relatives and connections for children in our care with the goal of providing relative placements, long-term connections, and permanency for the children. The information obtained through contact with biological families, non-related extended family members, and the youth was then provided to the primary assigned caseworker for follow up or referral to the Licensing/Relative Approval Unit. The project was very successful in identifying connections for CWS and Probation youth and is reflected in that currently 43% of SB County's children are in relative or non-related extended family placements.³⁵ Although the contract was expended, SB County applied for and obtained CWSOIP funds for the 2006/2007 fiscal year to continue the project. CWS is presently in the Request for Proposal (RFP) process to secure a contract for continuation of these services to CWS and Probation youth.</p>
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³⁵ CWS/CMS CAD extract for children in placement on June 30, 2006

C. Foster/Adoptive Parent Licensing, Recruitment and Retention

1. General licensing, recruitment and retention

County CWS does its own Licensing and provides enhanced CWS funding to the Licensing program allowing for each region to have a full-time licensing/relative approval social worker. There is a formal approval process that is initiated by all social work staff with the relative/non-related extended family member. Once the application for consideration is completed, the licensing/relative approval worker completes all additional requirements and advises the placing worker when/if the home is approved for placement.

A Foster Parent Recruiter position was added to the department in early 2006 to provide a concentrated effort on expanding and retaining the pool of available foster parents. Given the limited resources currently, recruitment efforts have been more generalized focusing on increasing the total pool of available placements. The Foster Parent Recruiter also serves as a liaison between the Department and resource families to assist in supporting their needs and improving retention.

All potential foster parents attend an Orientation conducted by a County Licensing Worker. In collaboration with the community colleges, caregivers interested in pursuing licensure participate in the Parents Resources Information Development Education (PRIDE) training program. CWS moved to train our caregiver candidates using the PRIDE model in FY03/04. The candidates attend 6 meetings covering training 9 modules. Schedules for training vary depending on the location and to better meet the pressing schedules of prospective foster parents. Prospective candidates also participate in the PRIDE assessment, wherein a contracted assessor attends the classes and evaluates candidates in their homes, working with them to continue through the program or assess themselves out as candidates. The assessment component allows the trainers and licensing staff to better evaluate candidates' readiness for licensure. Pride Assessments are conducted in both English and Spanish, as needed.

In October of 2006, a resource family satisfaction survey was conducted via telephone. A total of 99 resource families, including licensed and relative/non-related extended family members living in or outside of Santa Barbara County were contacted. Of those contacted, roughly 60% completed the telephone survey. The survey queried resource families regarding their contact, training, and support from both placement workers and licensing workers; the contact children in their care have with their siblings

	<p>and birth parents; and provided an opportunity for respondents to discuss useful resources and unmet needs. The overall results from respondents were consistently favorable to very favorable. <i>(Please see Appendix, Figure 3)</i></p> <p>Respondents reported having regular contact with the social worker and 88% considered the worker to be effective to very effective in involving them as part of a team providing services to children. In addition, the majority of respondents believed that the social worker was helpful to very helpful in assisting with planning/arranging for the child's medical, dental, educational, mental health, and behavioral needs. Moreover, 90% of respondents felt the licensing/relative approval worker was very helpful in explaining the licensing/relative approval process and the expectations of caring for a foster child.</p>
<p>2. Placement Resources</p>	<p>Placement resources continue to be one of the biggest challenges for Santa Barbara County CWS and are a top priority. SB County CWS has initiated several efforts including hiring a Foster Parent Recruiter and working with our community partners to expand our placement resources. SB County continues to face challenges in placing the growing population of children with significant emotional and behavioral needs. These children are considered to be "hard-to-place" and at one point or another, are placed in a group home. In calendar year 2005, 58 children experienced group home placements with only 32.8 % of those children being placed in Santa Barbara County.³⁶ Of those youth in group home care, more than 50% of the youth are between the ages of 11-15, while 25 % of the youth are between the ages of 6-10.³⁷ With the expansion of our Children's System of Care and the pending implementation of SB 163, there is a renewed commitment to reduce the overall number of youth in group home care, particularly the younger age groups.</p> <p>In addition to County CWS efforts to recruit foster parents, CWS has supported the expansion of Foster Family Agencies (FFA) in Santa Barbara County and the addition of new resource homes. County CWS has currently established contracts with 2 of our local FFAs to provide shelter care in North and West County regions. The high cost of housing appears to be the predominant</p>

³⁶ http://cssr.berkeley.edu/CWSCMSreports/Pointintime/fostercare/childwel/grids/data/grid_sXrGrp_jan2006_0.html

³⁷ http://cssr.berkeley.edu/CWSCMSreports/Pointintime/fostercare/childwel/frequencies/data/CWf_PA0_jan2006_42.html

³⁹ <http://www.childrensprojectsb.org>

factor limiting participation by families overall, but particularly in the Santa Barbara region. For the FFA and group home agencies the impact of housing on administrative overhead also appears to play a critical role. For those affluent families in the county, where housing costs do not seem to impact the size of their homes, there appears to be a range of psychological and sociological factors that limit their willingness to open their homes to troubled children and their families.

County CWS continues to seek additional placement resources and avenues to support the needs of our “hard to place” children within the county lines. In 2005, County CWS contracted with a Santa Barbara based group home to provide a youth needs assessment center providing transitional placement services. Unfortunately, services did not render the results expected and the county renewed the focus of developing a Youth Assessment and Transitional Care Center at “La Morada” to serve youth with more severe emotional and behavioral challenges that are in need of emergency or transitional care.

In 2003 a local foundation provided funds to create The Children’s Project of Santa Barbara County. Over forty members of a Steering Committee, comprised of key public officials and community leaders with the endorsement of CWS, CASA, Probation, and ADMHS, worked to address the escalating problematic outcomes of foster children. The Children’s Project Foundation is committed to the development and support of the nation’s first charter boarding school dedicated exclusively to the educational and vocational future of foster children. The Academy will be located in Santa Barbara County and is dedicated to the concept that a nurturing, stable, and academically challenging residential environment will transform the present outcomes for foster youth. To date, the project has secured the acreage in the north county region and established an agreement with the Santa Barbara County Office of Education to hold the charter.³⁹ The overall goal of the project is to stop sending children out of county for residential care by building innovative and appropriate residential services within the county, thereby enhancing every child's opportunity for well-being, safety and permanence.

<p>D. Quality Assurance (QA)</p>	
<p>1. Description of existing County QA System</p>	<p>The Social Services Operations and Support Division was created to support a continual quality assurance monitoring system within the CWS branch, provide a unifying business approach to the three regional CWS offices, and support the development of policy/programs for outcome improvement. CWS/CMS data integrity remains a priority issue to ensure accuracy in our data management system and confidence that reports generated are providing an accurate account of our performance. Regional information is gathered, analyzed, and presented in various reports/formats to support the decision-making of the Department's Executive Officers Team, the CWS Team, and CWS Operations Group (CWS OPS). The CWS "Team" meets monthly to confer over policy, outcomes, major program redesign/restructuring, and quality assurance issues and is comprised of executive, managerial, supervisory, and analytic/administrative support. CWS OPS is comprised of managers and supervisors who meet and confer monthly for implementation of procedural changes, standardization of practices, and updates on operational functioning of the various units countywide. Supervisors, managers, and analytic support are then charged with writing Policies and Procedures to ensure countywide uniformity in the delivery of services and the corresponding data entry components.</p>
<p>E. Service Array (composition/issues of service delivery system)</p>	
<p>1. Substance abuse and mental health services</p>	<p>Santa Barbara County is facing a growing population of adults and youth using/abusing substances, particularly methamphetamines. Over the past two years, there has been a significant rise in the number of families entering CWS requiring substance abuse treatment. The data presently shows that roughly 83% of the cases currently served by CWS in 2005/2006 had a substance abuse service objective in the case plan. It is expected that, given current trends, the number will rise to approximately 91% of the cases opened to CWS in the current fiscal year.⁴⁰ Juvenile Probation has also noted the rise of treatment admission rates for those under supervision by 200-300% in the 3 primary regions over the past two years.⁴¹</p>

⁴⁰ H:\mhoest\DataReports\Substance Abuse\Role of Substance Abuse in New Cases.xls

⁴¹ Methamphetamine and the Impact on Santa Barbara County: Report to the Santa Barbara County Board of Supervisors (Draft)

County CWS in collaboration with County Alcohol, Drug and Mental Health Services (ADMHS), Probation, and Public Health attempts to address these pervasive and seemingly intractable issues of substance abuse and mental health by providing a Children’s System of Care (Please see G. Agency Collaboration below for more details). CWS clients are generally referred to the “Provider Network” which is a list of community service providers operating under a Memorandum of Understanding with ADMHS in order to meet their significant alcohol, drug, and mental health needs. The biggest challenge for the Children’s System of Care (CSOC) remains providing services to children and families in their community of origin and the provision of services for “co-occurring” substance abuse issues and mental health needs. In-patient services are available; however, supply far exceeds demand and waiting lists create additional delays in service delivery impacting safety and reunification outcomes for children. Moreover, there is considerable disparity in the availability of these services in northern Santa Barbara County, where there appears to be the greatest need given the rise in referrals and caseloads, particularly in the Santa Maria region.

Substance Abuse Services:

- Advisory Board on Alcohol and Drug Problems-CNTY, Santa Barbara
- Al-Anon-S.M, Santa Maria
- Al-Anon-Solvang, Santa Ynez
- Alcoholics Anonymous for Native Americans-S.B, Santa Barbara
- Alcoholics Anonymous-Lompoc, Lompoc
- Alcoholics Anonymous-S.B, Santa Barbara
- Alcoholics Anonymous-S.M., Santa Maria
- Alcoholics Anonymous-Solvang, Santa Ynez
- American Indian Health & Services-S.B., Santa Barbara
- Casa Serena Residential Recovery Services for Women-S.B, Santa Barbara
- Catholic Psychological Services-N.CNTY, Santa Maria
- Chemical Dependency Program - Cottage Health System-S.B, Santa Barbara
- Cliff Drive Christian Counseling Center-S.B, Santa Barbara
- Community Sobering Center-S.B., Santa Barbara
- Cottage Outpatient Center of Santa Maria, Santa Maria
- Daniel Bryant Youth and Family Treatment Center –Santa Barbara
- Drinkers' Choice-S.B, Santa Barbara

⁴² On-line CRIS directory <http://www.fsacares.org/key357.htm>

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- Drop-In Center-S.B, Santa Barbara
- Dual Diagnosis Group-S.B, Santa Barbara
- Eastside Neighborhood Clinic-S.B., Santa Barbara
- Emergency Psychiatric Services-S.B, Santa Barbara
- Exploring Teen Issues-S.B, Santa Barbara
- Family Treatment Center – Santa Maria
- First Steps Perinatal Program-S.M., Santa Maria
- Friday Night Live-S.B, Santa Barbara
- Foundation for Recovery-S.B, Santa Barbara
- Girls Incorporated Counseling Programs-S.B, Santa Barbara
- Homeless Health Care-CNTY, Santa Barbara
- Isla Vista Neighborhood Clinic, Santa Barbara
- Isla Vista/UCSB Community Services Center, Santa Barbara
- Marijuana Group-S.B, Santa Barbara
- Mission House-S.B, Santa Barbara
- Mothers Against Drunk Driving (MADD)-S.M, Santa Maria
- Narcotics Anonymous-N.CNTY, Santa Maria
- Narcotics Anonymous-S.B, Santa Barbara
- New House II-S.B., Santa Barbara
- New House III-S.B, Santa Barbara
- New House IV-S.B., Santa Barbara
- Noah's Anchorage Channel Islands YMCA Youth Shelter-S.B, Santa Barbara
- Parent Education and Support Programs-S.B., Santa Barbara
- Perinatal Day Treatment Program-S.B, Santa Barbara
- Phoenix of Santa Barbara, Inc., Santa Barbara
- Project PREMIE-S.M, Santa Maria
- Project Recovery-S.B., Santa Barbara
- Recovery Point-S.M., Santa Maria
- Santa Barbara Council on Alcoholism and Drug Abuse-S.B,
- Sanctuary Psychiatric Centers of Santa Barbara-CNTY, Santa Barbara
- Sansum Santa Barbara Medical Foundation Clinic-Carpinteria, Santa Barbara
- Sansum Santa Barbara Medical Foundation Clinic-Goleta, Santa Barbara
- Sansum Santa Barbara Medical Foundation Clinic-Hitchcock, Santa Barbara
- Sansum Santa Barbara Medical Foundation Clinic-Lompoc, Lompoc
- Sansum Santa Barbara Medical Foundation Clinic-Main Clinic-S.B, Santa Barbara
- Santa Barbara Cottage Hospital, Santa Barbara
- Santa Barbara Neighborhood Clinics, Santa Barbara
- Santa Barbara Rescue Mission-S.B., Santa Barbara

	<ul style="list-style-type: none"> • Santa Maria Center for Change, Santa Maria • Santa Maria Valley Youth and Family Center, Santa Maria • Santa Maria Valley Youth and Family Center-Guadalupe, Santa Maria • Save a Valuable Employee-S.M., Santa Maria • Save a Valuable Employee-S.B., Santa Barbara • Transitional Center for Women and Children-S.M, Santa Maria • Victory Outreach Christian Recovery Home, Inc.-Lompoc, Lompoc • Victory Outreach-S.M., Santa Maria • Westside Neighborhood Clinic-S.B., Santa Barbara • Women's Addiction Recovery Group-S.B, Santa Barbara • Zona Seca, Inc.-S.B., Santa Barbara • Zona Seca, Inc.- Lompoc <p>(CRIS Directory) ⁴²</p>
<p>2. Child care and transportation services</p>	<p><u>Child care programs available:</u></p> <ul style="list-style-type: none"> • Afterschool and Summer Recreation Program-I.V., Santa Barbara • Afterschool and Summer Recreation/Tutorial Program-S.B, Santa Barbara • All Saints By-the-Sea Parish School-S.B., Santa Barbara • Alternative Payment Program-Lompoc, Lompoc • Alternative Payment Program-S.B. Main Office, Santa Barbara • California School Age Families Education-S.B., Santa Barbara • California School Age Families Education-S.M., Santa Maria • California School Age Families Education-VAFB, Lompoc • Centro Infantil-S.B., Santa Barbara • Child Care Facilities Financing-S.M., Santa Maria • Child Care Services Program-Stage 2 & 3-S.B., Santa Barbara • Child Care Services Program-Stage 2 & 3-S.M., Santa Maria • Child Development Programs-Lompoc, Lompoc • Child Development Programs-S.B., Santa Barbara • Child Development Programs-S.M., Santa Maria • Childcare Alternative Payment Program-S.B., Santa Barbara • Childcare Alternative Payment Program-S.M., Santa Maria • Childcare CalWORKS Program Stage 2 and 3-Lompoc, Lompoc • Childcare CalWORKS Program Stage 2 and 3-S.B., Santa Barbara • Childcare CalWORKS Program Stage 2 and 3-S.M., Santa Maria • Children's Centers-S.B.S.D. Child Development-S.B., Santa Barbara

- Children's Montessori School-Lompoc, Lompoc
- Children's Resource and Referral Program-S.B., Santa Barbara
- Children's Resource and Referral Program-S.M., Santa Maria
- Christian Life Preschool-S.M., Santa Maria
- Circle of Friends Children's Center-S.B., Santa Barbara
- Cliff Drive Care Center Preschool-S.B, Santa Barbara
- Community Care Licensing-S.B., Santa Barbara
- Congregation B'Nai Brith Preschool-S.B, Santa Barbara
- Early Start Program-S.B., Santa Barbara
- Early Start Program-S.M., Santa Maria
- Federal Block Grant/Child Care Services Program-Lompoc, Lompoc
- Federal Block Grant/Child Care Services Program-S.B., Santa Barbara
- Federal Block Grant/Child Care Services Program-S.M, Santa Maria
- Goleta Valley Nursery School, Santa Barbara
- Grace Lutheran Nursery School-S.M, Santa Maria
- Happy Hollow Preschool-S.M, Santa Maria
- Head Start/Child Development Program-Carpinteria I, Santa Barbara
- Head Start/Child Development Program-Carpinteria II, Santa Barbara
- Head Start/Child Development Program-Cuyama, Santa Maria
- Head Start/Child Development Program-Goleta I & II, Santa Barbara
- Head Start/Child Development Program-Guadalupe I, II, III, Santa
- Head Start/Child Development Program-Lompoc/Chestnut II, Lompoc
- Head Start/Child Development Program-Lompoc/Fillmore, Lompoc
- Head Start/Child Development Program-Lompoc/Maple, Lompoc
- Head Start/Child Development Program-Lompoc/Toddler, Lompoc
- Head Start/Child Development Program-Regional/C. CNTY, Santa Maria
- Head Start/Child Development Program-Regional/N. CNTY, Santa Maria
- Head Start/Child Development Program-Regional/S. CNTY, Santa Barbara
- Head Start/Child Development Program-S.B./Coronel, Santa Barbara
- Head Start/Child Development Program-S.B./Los Ninos, Santa Barbara
- Head Start/Child Development Program-S.M./Adam, Santa Maria
- Head Start/Child Development Program-S.M./Alvin, Santa Maria
- Head Start/Child Development Program-S.M./Buena Vista, Santa Maria
- Head Start/Child Development Program-S.M./Chapel, Santa Maria
- Head Start/Child Development Program-S.M./JC Washington, Santa Maria
- Head Start/Child Development Program-S.M./Los Adobes de Maria, Santa
- Head Start/Child Development Program-S.M./Los Padres, Santa Maria
- Head Start/Child Development Program-S.M./Meridian, Santa Maria

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- Head Start/Child Development Program-S.M./Oakley, Santa Maria
- Head Start/Child Development Program-S.M./Sierra Madre, Santa Maria
- Head Start/Child Development Program-S.M./Tanglewood, Santa Maria
- Head Start/Child Development Program-S.Y. Valley, Santa Ynez
- Isla Vista Children's Center, Santa Barbara
- Isla Vista Youth Projects Family Resource Center, Santa Barbara
- Kinderkirk Preschool and Childcare Center-Carp., Carpinteria
- Kinko's Early Learning Center-SBCC, Santa Barbara
- Little Angels Preschool-S.B., Santa Barbara
- Orfalea Family Children's Center-S.B, Santa Barbara
- People Helping People-S.Y., Santa Ynez
- Perinatal Day Treatment Program-S.B, Santa Barbara
- Saint Mark Pre-School-S.B, Santa Barbara
- Saint Vincent's Casa Alegria Children's Center-S.B., Santa Barbara
- Santa Barbara City College CalWORKs Program-S.B, Santa Barbara
- Santa Barbara Family Care Center, Santa Barbara
- Santa Barbara Family Child Care Association-S.B., Santa Barbara
- School Age Child Care-Adams School-S.B., Santa Barbara
- School Age Child Care-Cleveland School-S.B., Santa Barbara
- School Age Child Care-Franklin School-S.B., Santa Barbara
- School Age Child Care-Harding School-S.B., Santa Barbara
- School Age Child Care-McKinley School-S.B., Santa Barbara
- School Age Child Care-Monroe School-S.B., Santa Barbara
- School Age Child Care-Peabody School-S.B., Santa Barbara
- School Age Child Care-Roosevelt School-S.B., Santa Barbara
- School Age Child Care-Washington School-S.B., Santa Barbara
- Shepherd of the Valley Lutheran Preschool-S.Y, Santa Ynez
- St. Andrews Nursery School-S.B, Santa Barbara
- State Preschools-Adams School-S.B, Santa Barbara
- State Preschools-Centro Familiar-S.B, Santa Barbara
- State Preschools-Cleveland School-S.B., Santa Barbara
- State Preschools-College School-S.Y, Santa Ynez
- State Preschools-De Colores-Lompoc, Lompoc
- State Preschools-Franklin School-S.B, Santa Barbara
- State Preschools-Harding School-S.B, Santa Barbara
- State Preschools-La Honda-Lompoc, Lompoc
- State Preschools-Las Flores-S.B., Santa Barbara
- State Preschools-McKinley School-S.B., Santa Barbara

- State Preschools-Monroe School-S.B, Santa Barbara
- State Preschools-Peabody School-S.B., Santa Barbara
- Stuart C. Gilred Family Afterschool Program-S.Y, Santa Ynez
- University of California, Santa Barbara Community Housing, Santa Barbara
- Waldorf School of Santa Barbara, Santa Barbara
- Wee Kare Preschool-Goleta, Santa Barbara
- YMCA Afterschool Program-Lompoc, Lompoc
- YMCA Preschool/Afterschool Program-Montecito, Santa Barbara
- YMCA Preschool/Afterschool Program-S.B., Santa Barbara
- YMCA Preschool/Afterschool Program-S.M, Santa Maria
- YMCA-S.B, Santa Barbara

(CRIS Directory) ⁴³

Affordable child care resources are limited in Santa Barbara County, particularly for the infant toddler population. Given the population expansion due to live births, the childcare resources have been unable to keep pace with the demand. Prohibitive costs also significantly limit the number of families able to utilize the available resources.

Public Mass Transportation

- The Breeze Bus, Santa Maria-Vandenburg Air Force Base-Lompoc
- Carpinteria Area Rapid Transit
- City of Lompoc Transit-Lompoc
- Lompoc Easy Lift Transportation-S.B.
- Santa Barbara Metropolitan Transit District (MTD) -S.B.
- Santa Barbara Santa Maria Area Transit-SMOOTH/SMAT
- Santa Maria Santa Ynez Valley Transit-S.Y.
- Santa Ynez Traffic Solutions-CNTY

(CRIS Directory) ⁴⁴

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

Specialized and Private Transportation providers:

- American Cancer Society-S.B, Santa Barbara

⁴³ Online CRIS Directory, <http://www.fsacares.org/key61.htm>

⁴⁴ Online CRIS Directory, <http://www.fsacares.org/key371.htm>

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	<ul style="list-style-type: none"> • American Indian Health & Services-S.B., Santa Barbara • American Medical Response-CNTY, Santa Ynez • Braille Institute of America-S.B., Santa Barbara • Carpinteria Area Rapid Transit, Santa Barbara • City of Lompoc Transit-Lompoc, Lompoc • Community Partners in Caring-Lompoc, Lompoc • Community Partners in Caring-S.M., Santa Maria • Cuyama Valley Recreation District- New Cuyama • Directions Toward Independence-Lompoc, Lompoc • Easy Lift Transportation-S.B., Santa Barbara • Help of Carpinteria, Inc, Santa Barbara • Homeless Health Care-CNTY, Santa Barbara • Independent Living Resource Center-S.B., Santa Barbara • Independent Living Resource Center-S.M., Santa Maria • La Vista Foundation for the Blind and Physically Handicapped-Santa Barbara • Metropolitan Transit District-S.B, Santa Barbara • Santa Maria Area Transit-SMOOTH/SMAT, Santa Maria • Santa Ynez Valley Transit-S.Y, Santa Ynez • Traffic Solutions-CNTY, Santa Barbara <p>(CRIS Directory) ⁴⁵</p>
3. Domestic Violence Services	<p><u>Domestic Violence Services:</u></p> <ul style="list-style-type: none"> • Adult Protective Services-S.B., Santa Barbara • Advocates for Domestic and Child Abuse Prevention – Santa Ynez, Solvang • CALM –S.B., Santa Barbara • Domestic Violence Restraining Order Clinic-S.B., Santa Barbara • Domestic Violence Solutions for S.B. County-Admin.-S.B., Santa • Domestic Violence Solutions for S.B. County-C.CNTY, Santa Ynez • Domestic Violence Solutions for S.B. County-Lompoc, Lompoc • Domestic Violence Solutions for S.B. County-S.B., Santa Barbara • Domestic Violence Solutions for S.B. County-S.M., Santa Maria • Domestic Violence Solutions for S.B. County-Second Stage-S.B., Santa Barbara • Domestic Violence Solutions for S.B. County-Teen Services-Lompoc, • Domestic Violence Solutions for S.B. County-Teen Services-S.B., • Domestic Violence Solutions for S.B. County-Teen Services-S.M.,

⁴⁵ Online CRIS Directory, <http://www.fsacares.org/key372.htm>

	<ul style="list-style-type: none"> • Domestic Violence Solutions/Anger Management-S.B., Santa Barbara • Healthy Start-Guadalupe, Family Services Center, Santa Maria • Helpline—Countywide Dealing with Sexual Violence-S.B, Santa Barbara • Family Violence Group-Solvang, Santa Ynez • People Helping People-S.Y., Solvang • Women's Group-CNTY, Santa Barbara • Spanish Speaking Families Project-S.B., Santa Barbara • Valley Community Counseling-S.Y, Santa Ynez • Victim Witness Assistance-Lompoc • Victim Witness Assistance-S.B., Santa Barbara • Victim Witness Assistance-S.M., Santa Maria <p>(CRIS Directory)⁴⁶</p> <p>There are several lead CBOs involved in serving children and families that are victims of domestic/family violence including Domestic Violence Solutions, Shelter Services for Women, and the North County Rape Crisis Center. These agencies provide specialized coordinated case management with law enforcement and provide shelter services, counseling, and legal assistance.</p> <p>The Family Violence Prevention and Intervention Program (FVPIP) is a countywide coalition aimed at coordinating the various regionally based community groups and agencies that collaborate to address family violence (see list below). The FVPIP also looks at how these collaborations impact and coordinate with other county agencies including CWS. CWS is a regular participant in the FVPIP.</p> <p>ADCAP = Advocates for Domestic & Child Abuse Prevention (SY Valley) DVCC = Domestic Violence Coordinating Council (South County) EDAAPC = Elder/Dependent Adult Abuse Prevention Council FVPC = Family Violence Prevention Council (Lompoc/SY Valley) LVCHO = Lompoc Valley Community Healthcare Organization (Lompoc Valley)</p> <p>Additionally, many of the CBOs that form these regional coalitions are also part of our KIDS Network and coordinate service delivery through KIDS. (Please see G. Agency Collaborations)</p>
<p>4. Education Services including Special Education and Developmental Services</p>	<p><u>Early Childhood Education:</u></p> <ul style="list-style-type: none"> • All Saints By-the-Sea Parish School-S.B., Santa Barbara • California School Age Families Education-S.B., Santa Barbara • California School Age Families Education-S.M., Santa Maria

⁴⁶ Online CRIS Directory, <http://www.fsacares.org/key431.htm>

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- California School Age Families Education-VAFB, Lompoc
- Centro Infantil-S.B., Santa Barbara
- Child Care Services Program-Stage 2 & 3-S.B., Santa Barbara
- Child Care Services Program-Stage 2 & 3-S.M., Santa Maria
- Child Development Programs-Lompoc, Lompoc
- Child Development Programs-S.B., Santa Barbara
- Child Development Programs-S.M., Santa Maria
- Childcare CalWORKS Program Stage 2 and 3-Lompoc, Lompoc
- Childcare CalWORKS Program Stage 2 and 3-S.B., Santa Barbara
- Childcare CalWORKS Program Stage 2 and 3-S.M., Santa Maria
- Children's Centers-S.B.S.D. Child Development-S.B., Santa Barbara
- Children's Montessori School-Lompoc, Lompoc
- Children's Resource and Referral Program-S.B., Santa Barbara
- Children's Resource and Referral Program-S.M., Santa Maria
- Christian Life Preschool – S.M., Santa Maria
- Circle of Friends Children's Center-S.B., Santa Barbara
- Cliff Drive Care Center Preschool-S.B, Santa Barbara
- Congregation B'Nai Brith Preschool-S.B, Santa Barbara
- Early Start Program-S.B., Santa Barbara
- Early Start Program-S.M., Santa Maria
- Even Start-Lompoc, Lompoc
- Federal Block Grant/Child Care Services Program-Lompoc, Lompoc
- Federal Block Grant/Child Care Services Program-S.B., Santa Barbara
- Federal Block Grant/Child Care Services Program-S.M, Santa Maria
- Goleta Valley Nursery School, Santa Barbara
- Grace Lutheran Nursery School-S.M, Santa Maria
- Happy Hollow Preschool-S.M, Santa Maria
- Head Start/Child Development Program-Carpinteria I, Santa Barbara
- Head Start/Child Development Program-Carpinteria II, Santa Barbara
- Head Start/Child Development Program-Cuyama, Santa Maria
- Head Start/Child Development Program-Goleta I & II, Santa Barbara
- Head Start/Child Development Program-Guadalupe I, II, III, Santa
- Head Start/Child Development Program-Lompoc/Chestnut II, Lompoc

⁴⁷ Online CRIS Directory, <http://www.fsacares.org/key618.htm>

⁴⁸ <http://www.sbceo.k12.ca.us/schools/public.html>

⁴⁹ <http://www.sbceo.k12.ca.us/schools/private.html>

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- Head Start/Child Development Program-Lompoc/Fillmore, Lompoc
- Head Start/Child Development Program-Lompoc/Maple, Lompoc
- Head Start/Child Development Program-Lompoc/Toddler, Lompoc
- Head Start/Child Development Program-Regional/C. CNTY, Santa Maria
- Head Start/Child Development Program-Regional/N. CNTY, Santa Maria
- Head Start/Child Development Program-Regional/S. CNTY, Santa Barbara
- Head Start/Child Development Program-S.B./Coronel, Santa Barbara
- Head Start/Child Development Program-S.B./Los Ninos, Santa Barbara
- Head Start/Child Development Program-S.M./Adam, Santa Maria
- Head Start/Child Development Program-S.M./Alvin, Santa Maria
- Head Start/Child Development Program-S.M./Buena Vista, Santa Maria
- Head Start/Child Development Program-S.M./JC Washington, Santa Maria
- Head Start/Child Development Program-S.M./Los Adobes de Maria, Santa
- Head Start/Child Development Program-S.M./Los Padres, Santa Maria
- Head Start/Child Development Program-S.M./Meridian, Santa Maria
- Head Start/Child Development Program-S.M./Oakley, Santa Maria
- Head Start/Child Development Program-S.M./Sierra Madre, Santa Maria
- Head Start/Child Development Program-S.M./Tanglewood, Santa Maria
- Head Start/Child Development Program-S.Y. Valley, Santa Ynez
- Healthy Start-McKinley School Family Resource Center-S.B., Santa Barbara
- Healthy Start-Adams School Family Resource Center-S.B, Santa Barbara
- Healthy Start-Canalino-Carpinteria, Santa Barbara
- Healthy Start-Cleveland School Family Resource Center-S.B, Santa Barbara
- Healthy Start-Dorothy Jackson Resource Center-Lompoc, Lompoc
- Healthy Start-Franklin Children's Center-S.B., Santa Barbara
- Healthy Start-Franklin School Family Resource Center-S.B., Santa Barbara
- Healthy Start-Goleta Union School District-S.B., Santa Barbara
- Healthy Start-Guadalupe, Family Services Center, Santa Maria
- Healthy Start-Harding School Family Resource Center-S.B, Santa Barbara
- Healthy Start-Jonata School FRC-S.Y, Santa Ynez
- Healthy Start-La Cumbre Junior High Resource/Outreach Center, Santa Barbara
- Healthy Start-Lompoc School Family Center, Lompoc
- Healthy Start-Los Alamos FRC, Santa Ynez
- Healthy Start-Los Olivos School FRC, Santa Ynez
- Healthy Start-Main Office Santa Ynez, Santa Ynez
- Healthy Start-Solvang School FRC, Santa Ynez
- Isla Vista Children's Center, Santa Barbara
- Isla Vista Youth Projects Family Resource Center, Santa Barbara

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- Kinderkirk Preschool and Childcare Center-Carp., Carpinteria
- Kinko's Early Learning Center-SBCC, Santa Barbara
- Little Angels Preschool-S.B., Santa Barbara
- Orfaea Family Children's Center-S.B, Santa Barbara
- Parent/Child Workshops-Lou Grant-Carp., Carpinteria
- Parent/Child Workshops-San Marcos-S.B., Santa Barbara
- Parent/Child Workshops-Starr King-S.B., Santa Barbara
- Parent/Child Workshops-The Oaks-S.B., Santa Barbara
- People Helping People-S.Y., Santa Ynez
- Saint Mark Pre-School-S.B, Santa Barbara
- Saint Vincent's Casa Alegria Children's Center-S.B., Santa Barbara
- Santa Barbara Family Care Center, Santa Barbara
- School Age Child Care-Adams School-S.B., Santa Barbara
- School Age Child Care-Cleveland School-S.B., Santa Barbara
- School Age Child Care-Franklin School-S.B., Santa Barbara
- School Age Child Care-Harding School-S.B., Santa Barbara
- School Age Child Care-McKinley School-S.B., Santa Barbara
- School Age Child Care-Monroe School-S.B., Santa Barbara
- School Age Child Care-Peabody School-S.B., Santa Barbara
- School Age Child Care-Roosevelt School-S.B., Santa Barbara
- School Age Child Care-Washington School-S.B., Santa Barbara
- Sojourn Services, Inc., Early Intervention Program-S.B, Santa Barbara
- Sojourn Services, Inc., Early Intervention Program-S.M, Santa Maria
- St. Andrews Nursery School-S.B, Santa Barbara
- State Preschools-Adams School-S.B, Santa Barbara
- State Preschools-Bonita District-S.M, Santa Maria
- State Preschools-Carpinteria, Santa Barbara
- State Preschools-Centro Familiar-S.B, Santa Barbara
- State Preschools-Cleveland School-S.B., Santa Barbara
- State Preschools-College School-S.Y, Santa Ynez
- State Preschools-De Colores-Lompoc, Lompoc
- State Preschools-Franklin School-S.B, Santa Barbara
- State Preschools-Harding School-S.B, Santa Barbara
- State Preschools-La Honda-Lompoc, Lompoc
- State Preschools-Las Flores-S.B., Santa Barbara
- State Preschools-Lompoc/Crestview, Lompoc
- State Preschools-McKinley School-S.B., Santa Barbara
- State Preschools-Monroe School-S.B, Santa Barbara

- State Preschools-Peabody School-S.B., Santa Barbara
 - The Family School K-5th-S.Y., Santa Ynez
 - Tri-Counties Regional Center-S.B., Santa Barbara
 - Tri-Counties Regional Center-S.M., Santa Maria
 - Waldorf School of Santa Barbara, Santa Barbara
 - Wee Kare Preschool-Goleta, Santa Barbara
 - YMCA Preschool/Afterschool Program-S.B., Santa Barbara
 - YMCA Preschool/Afterschool Program-S.M, Santa Maria
- (CRIS Directory) ⁴⁷

Public school districts in Santa Barbara County

There are 23 K-12 school districts (over 100 public and 40 private schools) and two community college districts in Santa Barbara County. Individual schools are listed on the public schools and private schools pages.

- Ballard School District - Enrollment: 125
- Blochman Union School District - Enrollment: 80
- Buellton Union School District - Enrollment: 680
- Carpinteria Unified School District – Enrollment: 2,800
- Casmalia School District - Enrollment: 24
- Cold Spring School District - Enrollment: 197
- College School District - Enrollment: 472
- Cuyama Joint Unified School District – Enrollment: 321
- Goleta Union School District - Enrollment: 3,600
- Guadalupe Union School District - Enrollment: 1,139
- Hope School District - Enrollment: 1,350
- Lompoc Unified School District – Enrollment: 10,935
- Los Alamos School District – Enrollment: 240
- Los Olivos School District - Enrollment: 680
- Montecito Union School District – Enrollment: 535
- Orcutt Union School District - Enrollment: 4,960
- Santa Barbara Elementary School District - Enrollment: 6,024
- Santa Barbara High School District - Enrollment: 10,598
- Santa Maria-Bonita School District - Enrollment: 12,815
- Santa Maria Joint Union High School District - Enrollment: 7,114
- Santa Ynez Valley Union High School District - Enrollment: 1,200
- Solvang School District – Enrollment: 590
- Vista del Mar Union School District - Enrollment: 97

Community college districts

- Allan Hancock Joint Community College District - Enrollment: 10,166
- Santa Barbara Community College District - Enrollment: 17,535

(Source: Santa Barbara County Office of Education website)⁴⁸

Private schools in Santa Barbara County

- Anacapa School, 7-12
- Bishop Garcia Diego High School, 9-12
- Cate School, 9-12
- Children's House Montessori, K-8
- Children's Montessori School, K-8
- Christian Life, K-6
- Coastline Christian Academy, K-8
- Crane School, K-8
- Crossroads Christian Junior High School, 7-8
- Cuyama Christian Academy, K-8
- Devereux Foundation, ungraded
- Dunn School, 6-12
- El Montecito Early School, K-6
- Faith Academy, K-12
- The Family, K-5
- Howard School, K-7
- La Purisima Concepcion Elementary School, K-8
- Laguna Blanca School, K-12
- Lion of Judah Christian School, 1-12
- Los Osos, 7-12
- Marymount of Santa Barbara, K-8
- Midland School, 9-12
- Montessori Center School of Santa Barbara, K-6
- New Life Christian Academy, K-12
- Notre Dame School, K-8
- Oak Tree Christian School, K-12
- Orca, 4-6
- Our Lady of Mount Carmel Elementary School, K-8
- Pacific Christian School, K-8
- San Roque Elementary School, K-8
- Santa Barbara Adventist, K-8
- Santa Barbara Christian School, K-8

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	<ul style="list-style-type: none"> • Santa Barbara Middle School, 6-9 • Santa Barbara Montessori School, K-8 • Santa Ynez Valley Christian Academy, K-8 • St. Joseph High School, 9-12 • St. Louis de Montfort Elementary School, K-8 • St. Mary of the Assumption School, K-8 • St. Raphael Elementary School, K-8 • Valley Christian Academy, K-12 • Waldorf School of Santa Barbara, K-8 <p>(Source: Santa Barbara County Office of Education website) ⁴⁹</p> <p>As an adjunct to services provided by County Schools, Foster Youth Services has been attending KIDS Network and CWS Regional Meetings to advance the understanding of the services available for youth. (Please refer to Section G. Agency Collaboration for description of these collaboratives). Tri-Counties Regional center provides services to eligible youth and adults and also attends KIDS Network meetings. Agency representatives have been key players in helping to develop the Early Childhood Mental Health Collaborative.</p>
<p>5. Employment development/School-to-work</p>	<ul style="list-style-type: none"> • CalWORKs-Welfare-to-Work- County-Wide • Career Advancement Center – S.B.C.C., Santa Barbara • Career Education Programs-CNTY, Santa Barbara • Center for Employment Training-S.M, Santa Maria • Counseling and Career Services-S.B, Santa Barbara • Department of Rehabilitation-S.B., Santa Barbara • Department of Rehabilitation-S.M., Santa Maria • General Relief-Lompoc, Lompoc • General Relief-S.B., Santa Barbara • General Relief-S.M., Santa Maria • Girls Inc. of Carpinteria, Santa Barbara • Girls Inc. of Greater Santa Barbara-Goleta, Santa Barbara • Girls Inc. of Greater Santa Barbara-S.B., Santa Barbara • Jobs to Career, Foursquare Youth Programs-S.M., Santa Maria • Life Options Vocational and Resource Center – Lompoc • Lompoc Quality of Life and Integrated Services - Lompoc • Regional Occupational Program-N.CNTY, Santa Maria • Regional Occupational Program-S.CNTY, Santa Barbara • Santa Barbara County Education Office-S.CNTY, Santa Barbara • Santa Barbara County Human Resources Department-CNTY, Santa Barbara

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	<ul style="list-style-type: none"> • UCP/Work, Inc.-S.B., Santa Barbara • VTC Enterprises-S.M., Santa Maria • Welfare-to-Work-CalWORKs-S.B., Santa Barbara • Work Training Programs, Inc.-S.B., Santa Barbara • Workforce Investment Act-S.B., Santa Barbara • Workforce Investment Act-S.M., Santa Maria • Workforce Resource Center, Santa Barbara • Workforce Resource Center-S.M., Santa Maria <p>(CRIS Directory)⁵⁰</p>
<p>7. Assessment of needs and provision of services to children, parents, and foster parents</p>	<p>In March of 2006, CWS implemented the Structured Decision Making Assessment tool to enhance the assessment process. Aside from the Safety and Risks assessments, social workers complete the Family Strengths and Needs Assessment (FSNA) on all cases. The FSNA serves as the basis for the case plan and assists staff in customizing a service delivery plan to the child and family's identified needs. In addition, the Team Decision Making process is utilized as an additional strengths and needs assessment linking services and supports to the children, family, and caregiver to provide safety and stability. SB County CWS also utilizes an assessment tool and criteria for the Aid to Families of Dependent Children – Foster Care (AFDC-FC) Supplemental Care Increment (SCI) to better correspond with the psycho-social and developmental needs of foster youth. Aside from the SCI which provides additional foster care funds to caregivers who are actively involved in the delivery of services to the child, the HOPE program provides supportive, therapeutic services to all substitute care providers 24/7 to provide additional stability to youth in placement.</p> <p>CWS in collaboration with ADMHS has recently added 3 Mental Health Assessors to our regional Assessment and Investigations Units. The Mental Health Assessor will conduct an initial psycho-social assessment for children/parents recommending additional psychological evaluation if warranted by their initial assessment. The Mental Health Assessor will provide a written report to the social worker and assist in linking children and parents to the resources available to support their identified needs.</p>

⁵⁰Online CRIS Directory, <http://www.fsacares.org/key141.htm>

	<p>Results of the many discussions held to analyze County CWS' performance in meeting the service delivery needs of youth, parents, and caregivers will be addressed in the Summary section with further details listed in the Appendix, Figures 6-12.</p>
<p>F. Staff/Provider Training</p>	
<p>1. Training requirements for social work staff</p>	<p>Training Required:</p> <ul style="list-style-type: none"> • New Employee Orientation • Departmental CWS Induction Training • California State University Fresno (CSUF) Regional Training Academy • Annual Legal Training • CWS/CMS Training • Safety Training • Team Decision Making Facilitator training <p>Additional training provided to staff includes information related to the California Children and Family Services Review (C-CFSR), CalWORKs/CWS Linkages Partnership, Alcohol and Other Drugs, Mental Health Issues, and Forensic Interviewing.</p>
<p>2. Training for Foster Parents and Relative Caregivers</p>	<p>SB County CWS provides regular Foster Care Orientations to provide prospective foster parents an overview of CWS and foster parenting. SB County CWS has partnered with local community colleges to provide a Foster Care and Kinship Education Program. Utilizing the PRIDE (Parents Resources Information Development Education) Curriculum, foster and relative caregivers receive 9 modules of training covering a broad range of material including the CWS system, working with birth parents, and meeting the developmental needs of youth. In 2005/06, 4 PRIDE training sessions were held countywide including opportunities to attend in both north and south county regions. Moreover, an orientation and PRIDE training session was conducted solely in Spanish for our monolingual prospective caregivers. Caregivers are also provided opportunities to attend additional training</p>

	<p>offered within the community. The Foster Parent Recruiter, social workers, and the Foster Parent Newsletter provide caregivers with training information as available. In fiscal year 05/06, 32 new foster parents were licensed and 119 relative homes were approved for placement. One significant challenge in recruiting foster parents continues to be the high cost of housing in Santa Barbara County.</p>
<p>3. Do Regional Training Centers provide curricula appropriate to needs of County?</p>	<p>Yes, Santa Barbara CWS has formed a close partnership with the Central California Training Academy for basic and specialized training needs and provides office space to the Coastal Region Training Coordinator. Given our close working relationship with our Coastal Region Coordinator, the Training Academy is often able to respond to special requests and provide training specifically relevant to SB County CWS. Additionally, the Training Academy provides a wide range of CWS/CMS training in our CWS/CMS computer-training facility.</p>
<p>G. Agency Collaborations</p>	
<p>1. Collaboration with Public and Private Agencies</p>	<p>SB County CWS has been involved in a variety of collaborative efforts since 1996.</p> <p><i>Current collaborative efforts include, but are not limited to the following:</i></p> <ul style="list-style-type: none"> • <u>CalWORKS / CWS Linkages Partnership</u>: County CWS has received a small grant and is working with the California Center for Research on Women and Families (CCRWF) to provide CalWorks/CWS Linkages services, which aim to provide more coordinated case planning and service delivery to our common DSS/CWS clientele. Goals for the program are: <ul style="list-style-type: none"> - Reduce conflict between CWS and CalWORKS case plans - CWS and CalWORKS will become a resource for each other - CWS and CalWORKS will be staffing mutual cases - Develop relationships between CWS and CalWORKS <p>Current Target populations: Mutual open cases, AB429 (recently off aid due to a child coming into CWS.) The process begins when a CWS referral is promoted to case. CWS will identify that there is an open or recently closed CalWorks case. CWS and CalWorks will exchange information regarding service providers and staff the case to coordinate the two case plans to avoid conflict and duplication. CalWorks will notify Resource Support Team (RST) that there is a shared case so that coordination of their support services can begin.</p>

- Early Childhood Mental Health (ECMH) is a local initiative to extend mental health and developmental services to children birth to 5 years of age. Under ECMH – Special Needs a Postpartum Depression/Attachment Workgroup was formed and has met regularly for almost two years to address community resources and unmet needs for the identification, prevention, and treatment of Postpartum Depression countywide.
- Family Violence Prevention and Intervention Partnership (FVPIP) – The FVPIP is a partnership between representatives of domestic violence CBOs, County D. A. Victim Witness, ADMHS, CWS, and community advocates to support and enhance individual and collaborative efforts that promote violence-free relationships in Santa Barbara County.
- Inter-agency Policy Council (IAPC), is a monthly meeting of the Directors of DSS, ADMHS, Public Health, Probation, Child Support, and Housing & Development to initiate, approve and oversee inter-agency collaborations and initiatives impacting service delivery countywide.
- Inter-Agency Program and Fiscal (IAPF) meeting is a monthly meeting of the Program Deputies and Fiscal Officers from DSS, ADMHS, Public Health and Probation to operationalize the collaborations and initiatives.
- Juvenile Court “Brown Bag” is a SB County CWS and Court initiative to facilitate communication between judges, attorneys, CWS, CASA, ADMHS, and various service providers.
- Santa Ynez Multi-Disciplinary Team – This team has representatives from local CBO service providers, CWS, Public Health, and the Chumash Tribe to confer and coordinate service delivery for clients in the Santa Ynez and Lompoc Valleys. Referrals are also made for all possible ICWA eligible children.
- School Attendance Review Board (SARB) – CWS participates in truancy hearings of Foster Care youth.
- SELPA: The County Office of Education representative for SELPA participates in both the KIDS Network and the Children’s System of Care collaboratives and has been a key player in helping to develop our Early Childhood Mental Health Collaborative.
- Sexual Assault Response Team (SART) is a County/CBO collaboration between CWS, law enforcement, District Attorney, Health Care Services, and the Community Based Organization “CALM” to provide coordinated investigation of sexual assault, which involves regional case reviews and one countywide review team.
- HOPE (Helping Others in Parenting Environments), which was formerly referred to as the Therapeutic Foster Care Program has been expanded under the CSOC collaborative to support the caregivers of all children in out-of-home care. Services are

provided to caregivers of youth with challenging emotional, behavioral, developmental and medical problems to support them in providing stability for the children in their care. .

- Vandenberg Air Force Base (VAFB), Family Advocacy Office (FAO) sponsors a monthly multi-disciplinary family case management team meeting (FMCMT) of human services personnel, which meets, confers, and recommends treatment for domestic and child abuse/neglect incidents that occur with active service personnel and their families. In 2002, CWS Supervisors were recruited to be a voting member of this team.
- Work Investment Board (WIB): SB County DSS now houses the Work Investment Board Director and is developing a more knowledgeable understanding of program and funding capabilities to better meet the needs of foster youth. Furthermore, foster youth have been identified as one of the target populations. The Workforce Investment Act (WIA) Youth component supports the youth of our community and their transition to working adulthood by addressing the development of the entire youth through services such as mentoring, community service, leadership and team-building skills. To ensure individualized program support, the funding is divided into in-school and out-of-school funding streams. Funds are awarded on a competitive basis and are geared to youth ages 14-21.
- SB 163-Wraparound Steering Committee is a collaboration of CWS, Probation, and ADMHS. A SB 163 plan was submitted and approved by the State during the summer of 2006. The focus of SB163 will be to reduce the number of children being placed in high level group homes in and out of Santa Barbara County by using placement dollars in a creative, flexible manner to provide services/supports to youth and their families. Contract negotiations are currently in place to secure services for the Wraparound program. An additional subcommittee entitled the WIT Team has recently been developed which expands membership to the contractor, County Education Office, a community based organization (CBO), and a Parent Partner. The WIT team will be responsible for planning, implementation, and gate keeping for youth entering the SB 163 Wraparound program.
- Methamphetamine Prevention Network Planning Committee is a collaborative between DSS/CWS, Probation, ADMHS, Sheriff's Office, Lompoc Police Department, County Executives Office, and several of the CBOs providing substance abuse treatment within the county. This committee has been tasked with the planning and development of a countywide Methamphetamine Summit to address the growing impact this drug is having on our children, families, service systems, and community by developing strategies related to prevention, treatment, and law enforcement. The Summit is scheduled for

December 14, 2006 with regional town hall meetings expecting to convene sometime in February to address the problem at the local community level.

- Santa Maria Valley Fighting Back is focused on battling substance abuse issues in the Santa Maria region and is a collaborative involving City Council, the Courts, Law Enforcement, CWS, Probation, the schools, community members, service providers, and the hospital.
- Mental Health Assessor Development Team is a partnership between ADMHS, CWS, Probation, and the CBOs –Sojourn, and Child Abuse Listening and Mediation to improve/coordinate the mental health assessments received by the children and families served.
- Perinatal Substance Abuse is a collaborative between ADMHS, Public Health, and CWS to build a stronger service delivery system to mothers and their children.
- New Cuyama Community Collaborative consists of CWS, First 5, Public Health, the schools, and Cuyama community members. The Cuyama Valley is socially isolated from services and supports for children and families. The collaborative is designed to bring the community together in assessing their needs, providing information to the community as a whole, and securing services needed in the community.
- Marian Hospital Health Collaborative focuses on providing healthcare to the community. CWS participates in this collaborative with hospital staff, services providers, and concerned community members.
- Good Samaritan Services Collaborative monitors the delivery of services through the SAMHSA grant, addresses the needs of the homeless population, and strives for improved coordinated service delivery. Participants in this collaborative include the Good Samaritan Services, ADMHS, CWS, and several CBOs.
- Families for the First Decade (FFD) is the City of Santa Maria collaborative of over 100 local community based organizations, public agencies, faith communities, educational institutions, and businesses that strive to offer enhanced, integrated services to families. The FFD project focuses on improving the lives of children by offering resources and supports for all family members.

The most prominent collaborative effort for children and families in Santa Barbara County is our Children's System of Care (CSOC) Program, which was formerly known as the Multi-Agency Integrated System of Care program.

- CSOC remains a close collaboration between four public agencies (CWS, Alcohol, Drug and Mental Health Services, Probation, and Public Health) as well as a variety of contracted Community Based Organizations (CBOs) and representatives from our Local Education Agency. CSOC serves high-risk youth and their families countywide, approximately 150 of whom are CWS children. The CSOC program features a pooling of resources and staff, utilizing their input and expertise of these many disciplines to perform comprehensive case planning, assessments, and delivery of service. Each youth is assigned a “care coordinator” who brokers an array of services to both the youth and his/her family. Services may include medical or mental health services, respite care, in-home behavior specialists, emergent care, recreation, parent mentoring, or other “wrap-around” services. CSOC has been undergoing its own self-assessment concurrently with the CWS Self-Assessment in an attempt to redefine the important elements of the collaboration, commit to improved outcomes for children and families, and improve the format of the monthly meetings to include a continual quality improvement strategy through an ongoing gaps analysis process.

Other C-CFSR “Focus Group” forums:

The process for obtaining focus group input was fairly standardized throughout the self-assessment. Each of the groups was provided with information regarding County CWS performance on the AB636 Outcome Measures. In addition, the majority of participants were given information regarding the progress made on the current System Improvement Plan (SIP) and provided some education regarding data for the outcome measures prior to participating in the brainstorming sessions. Participants were divided into small groups to discuss the areas of safety, permanence, and wellbeing for children and families in our community. Participants were then provided an opportunity to review and prioritize the strategies developed by each of the groups. (Please see Appendix, Figure 5 entitled Child Welfare: Improvement and Accountability System).⁵¹

- KIDS Network and Child Abuse Prevention Council (CAPC): Kids Interagency Delivery System is a countywide network of children’s service agencies sponsored by County DSS/CWS and the County Board of Supervisors. This network

⁵¹ H:\SS OPS Division\AB636\Self Assessment\Self Assessment Presentation final rev1

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	<p>regularly has over 50 participants. The CAPC is a community council with the primary purpose of coordinating Santa Barbara County's efforts to prevent and respond to child abuse and neglect.⁵³ In August 2006, CWS held a retreat to engage participants in the County Self-Assessment. Please see Appendix, Figure 6 for discussion results.⁵⁴</p> <ul style="list-style-type: none"> • <u>CWS Regional Meetings</u> – CWS Division Chiefs hold monthly meetings in their respective regions (Santa Maria, Lompoc, and Santa Barbara) with all of their staff to discuss division/unit issues, disseminate information, and provide community speakers regarding available resources. The regional supervisors and manager were excused from the September 2006 meeting to afford line staff, office assistants, and case aides an opportunity to provide input regarding contributing factors and strategies for improvement. Discussion results are attached as Appendix, Figure 8-10 for review. • <u>CWS Team</u> meeting in September 2006 was utilized to disseminate information regarding performance on outcome measures and to solicit the supervisors' and managers' input regarding the gaps analysis process as part of the self assessment. <i>(Please see Appendix, Figure 11).</i>⁵⁵ • <u>Children's System of Care (CSOC)</u> members were provided an opportunity to participate in the self assessment in October 2006. Results of the previous focus groups were compiled and the top 5 strategies were provided to group members as a starting point for identifying improvement areas. The results of this discussion are included as Appendix, Figure 7 . • <u>Juvenile Court/CWS Self-Assessment "Focus Group"</u> was conducted during the monthly Juvenile Court Brown Bag in October 2006. Ideas for improvement were solicited from the group in relation to the AB636 CWS Outcome Measures for Time to Permanence and regarding systemic factors to enhance collaboration. <i>(Please see Appendix, Figure 12).</i>⁵⁷
<p>2. Existing Memoranda of Understanding (MOU)</p>	<p>Alcohol, Drug, and Mental Health Services (ADMHS) MOU/Title IV-E Agreement, DSS/CWS, Probation, Public Health Department Children's System of Care -MISC co-location agreement, CALM CWS MOU, Casa Pacifica and CWS, CDSS Foster Family Home License MOU, DMV CWS Access on line MOU, Domestic Violence Solutions SSW Crime Victims - Operational Agreement OCJP-</p>

⁵³ Santa Barbara County Child Abuse Prevention Council Bylaws

⁵⁴ H:\FILES\AB636\Self_Assessment\KIDS Identified Assets and Needs.doc

⁵⁵ H:\FILES\AB636\Self_Assessment\CWS Team_Factors_Ideas_Apr28.doc

⁵⁷ H:\FILES\AB636\Self_Assessment\Court_Outcomes_IDEAS_Self_Assm.doc

	<p>DVAP, Domestic Violence Solutions Women's Shelter MOU DVERT, Probation/CHS-AFDC FC Placement MOU, Probation/DSS-FC Title IV E MOU, Probation-Challenge Grant II, Public Health CHDP – Interagency Agreement, Public Health Children's Medical Services, Public Health (HCS) Healthy Family Program '97& continuing - Interagency Agreement, SM Youth/Family Center-Workshop MOU, Supportive Therapeutic Options Program (STOP)</p>
<p>3. Interaction with Local Tribe</p>	<p>For the current reporting period SB County CWS has 4 identified ICWA eligible children that belong to the Chumash Tribe. County CWS works to identify and refer all children that possibly fall under ICWA requirements. SB CWS defers to the Chumash Tribe on ICWA children and assists with investigations, detentions and placements when requested. Service to Indian children falls to the Chumash Tribal Health Clinic which is a new and well-funded facility that offers a wide array of medical, dental, behavioral (AOD and mental health), community health, and nutrition programs. CWS also participates in the Santa Ynez Multi-Disciplinary Team hosted by a local CBO (People Helping People) and the Chumash Tribal Health Clinic. Specific efforts to increase tribal foster homes were initiated by a special foster care presentation at the Chumash Reservation in November 2004.</p>
<p>H. Local Systemic Factors</p>	<p>Santa Barbara County is essentially comprised of two discrete regions. The Santa Maria, Lompoc, and Santa Ynez Valleys (collectively referred to as “North County”) and the Santa Barbara coastal region (“South County”) are geographically separated and have divergent priorities. There are distinct economic, cultural and political differences between “North” county and “South” county. These differences have impacted the organizational culture within CWS in terms of attitudes toward government intervention.</p> <p>There is a significant difference in the array of services available to children and families in the various communities and regions. However, given the distances and lack of transportation between communities, families in need of services are in large part limited to accessing local resources, which may have long waiting lists. This becomes further problematic for children and families when drug treatment services are required as part of the case plan. Santa Barbara County is presently facing a growing methamphetamine problem within our communities, but particularly in the north county regions. There are limited resources in the north to address the volume of substance abuse cases impacting CWS and Probation clients.</p>

The high cost of housing continues to be a countywide concern. Although home prices have seen a slight decline over the past 10 months, the majority of the county population is priced out of the housing market in south county. The major growth in housing – and thus population - has been in the Santa Maria and Lompoc regions. The high cost of housing in Santa Barbara County also creates serious challenges to recruiting foster homes, recruiting and retaining staff, and developing transitional housing for foster youth.

It is within this context that CWS looks to improve outcomes for children and families.

<h2>IV. COUNTY-WIDE PREVENTION ACTIVITIES AND STRATEGIES</h2>	
<p>A. COUNTY-WIDE PRIMARY PREVENTION EFFORTS</p>	<p>Agency and Program</p> <ul style="list-style-type: none"> ▪ CALM, Great Beginnings-Targeted Case Management ▪ Community Action Commission of Santa Barbara County ▪ Family Service Agency, Family Resource Center (Lompoc) ▪ Isla Vista Youth Projects, Isla Vista Children’s Center ▪ New Beginnings Counseling Center, Life Skills Training Program ▪ St. Vincent’s Institution, Program of Affordable Housing & Services (PATHS) ▪ Santa Maria Valley Youth & Family Center, Child Abuse Prevention Project I ▪ Santa Ynez Valley People Helping People, Child Abuse Prevention ▪ Court Appointed Special Advocates, CASA of Santa Barbara County ▪ CALM, Bilingual, Multicultural Child Abuse Treatment & Prevention ▪ Domestic Violence Solutions, Emergency Shelters Children’s Program ▪ Good Samaritan Shelters, Inc., After School Program ▪ No. County Rape Crisis & Child Protection Center, Child Abuse Prevention/Intervention Program ▪ Santa Barbara Rape Crisis Center, Teen Sexual Assault Prevention Program ▪ Santa Maria Valley Youth & Family Center, Child Abuse Prevention Project II <p>(Complete List of funded grants at http://www.sbcphd.org/documents/hsp/grantee_list_hsf.pdf) ⁵⁸</p>
<p>B. PREVENTION PARTNERSHIPS</p>	<p><u>COUNCIL FOR FAMILY VIOLENCE PREVENTION (CFVP)</u> - Elder/Dep. Adult Abuse Prevention Council, Lompoc Valley Community Health Organization, Public Health Dept., Public Health Dept., Adult & Aging Network, DSS, KIDS Network, Public Health Dept., Human Services Division, CALM, Nat’l. Assoc. for Mentally Ill(NAMI), Public Health Dept., County PHD/Human Services Division, Lompoc Schools Family Centers, District Attorney/Victim Witness, Children and Families Commission, FVPIP, Santa Maria, People Helping People/ADCAP, Domestic Violence Solutions, Children and Families Commission, Domestic Violence Solutions</p> <p><u>CAPC = Child Abuse Prevention Council</u> is part of KIDS Network</p> <p>Concurrent Members: members participating as a result of their concurrent membership in the KIDS Network Policy Council, the Coordinating Council of the Office of Family Violence Prevention, the Human Services Commission, the fiscal agent for Children’s Trust Fund (CTF), Child Abuse Prevention, Intervention and Treatment (CAPIT), or Community-Based Family Resource and Support (CBFRS) funding.</p> <ul style="list-style-type: none"> Member of the Board of Supervisors (also sitting as Chair of the KIDS Network) Child Welfare Services County Probation Department Community Care Licensing

⁵⁸ http://www.sbcphd.org/documents/hsp/grantee_list_hsf.pdf

	<p>Law enforcement (Police, Sheriff) District Attorney Superior Court County Coroner Public Health Department County Alcohol, Drug and Mental Health Services County Office of Education Public and private schools Community representatives including: Community volunteers Civic organizations Faith-based organizations Developmental Disability Services Early Care and Education Providers and Organizations Parent Consumers Community-based Agencies Local Indian Tribes</p> <p>The following groups coordinate with CFVP and CAPC as mentioned above:</p> <ul style="list-style-type: none"> ▪ ADCAP = Advocates for Domestic & Child Abuse Prevention (SY Valley) ▪ DVCC = Domestic Violence Coordinating Council (South County) ▪ EDAAPC = Elder/Dependent Adult Abuse Prevention Council ▪ FVPC = Family Violence Prevention Council (Lompoc/SY Valley) ▪ FVPIP = Family Violence Prevention & Intervention Partnership (SM Valley) ▪ LVCHO = Lompoc Valley Community Healthcare Organization (Lompoc Valley) <p><u>Front Porch</u> is the collaboration between the Department of Social Services – KIDS Network, community based organizations, and Child Welfare Services to provide Differential Response services to the community.</p>
<p>C. PREVENTION STRATEGIES FOR THE FUTURE</p> <p>1. Child Abuse and Neglect Prevention Taskforce</p>	<p>The Child Abuse and Neglect Prevention Taskforce is led by CWS and the Santa Barbara County Child Abuse Prevention Council. The purpose of this taskforce is to facilitate community-wide strategic planning, coordination, and collaboration in the development of a response system for child abuse and neglect that covers a continuum from prevention to adoption. The goal of the taskforce is to engage in a year long strategic planning process that will guide future policy decisions for child abuse and</p>

<p>2. Family Violence Prevention Taskforce</p>	<p>neglect services in Santa Barbara County. The taskforce procured grant funding and contracted with two consultants to better define what differential response will look like in SB County. A formal document of the data collected and recommendations will be provided at the end of the year. Results of the taskforce's strategic planning process will be incorporated into County CWS' continual self-assessment and quality improvement system when available.</p> <p>On March 10, 1998, Santa Barbara County Public Health Department (PHD) signed a contract with the California State Department of Health Services (DHS), Epidemiology and Prevention for Injury Control (EPIC), Domestic Violence Prevention Program to implement a Family Violence Prevention Strategic Planning Project. In departure from traditional approaches used to plan prevention of domestic/family violence, DHS encouraged public health departments to engage in strategic planning for family violence prevention using the public health model/approach. Domestic violence agencies and other service providers in our community supported our public health department in taking the lead in this strategic planning process and actively collaborated in a community-wide needs assessment, as well as other planning efforts.</p> <p><u>Family Violence Prevention Taskforce Participants</u></p> <ul style="list-style-type: none"> •District Attorney's Office •Shelter Services for Women •Family Program & the Healthy Families Partnership •Child Abuse Listening and Mediation •Law Enforcement (Police & Sheriff) •Legal Aid Foundation •Probation Department •Department of Social Services (CPS, APS & Kids Net) •Public Health Department (Family Program, PH Nursing) •Anger Management Counseling Services •Zona Seca •Santa Barbara Rape Crisis Center •Vandenberg Air Force Base - Family Advocacy •North County Rape Crisis & Child Protective Services •Community Partners •Santa Maria Bonita School District •Righetti High School
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	<ul style="list-style-type: none">•Community Mediation Program•Fourth District Superintendent' Office•Vision of Hope
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SUMMARY

A. DEMOGRAPHICS AND PARTICIPATION RATES

As noted in the body of the Self-Assessment, U.S. Census figures show that population growth in Santa Barbara County is overwhelmingly due to live births with the majority of that taking place in our North County region of Santa Maria. The significant population growth in Santa Maria mirrors the rapid growth of low-wage agriculture jobs in the area as this industry has been experiencing growth rates of up to 30% for the past few years. On the South Coast, where the high cost of housing and living seems to be exacerbating already tight living conditions “a large percentage of the low paying jobs are within the Leisure and Hospitality Services and Retail Trade sectors.”⁵⁹ These rapid demographic changes and conditions present current and future challenges to CWS and must be taken into consideration as we develop services for children and families especially in Northern Santa Barbara County.

Participation Rates regarding referrals and foster care continue to be an area in need of further exploration. Since the initial Self-Assessment, Santa Barbara County has seen a rather significant change in these rates overall. The County’s rate of reporting (40 per 1000 children in the population) is lower than the state average (50.1 per 1,000) declining 33% in the past two years, compared to the State’s rate of decline at 13%. The County’s rate of children with substantiated referrals (8.6 per 1,000 children) remains lower than the State average (11.3 per 1,000). First entries into foster care for the County (2.4 per 1,000 children) have doubled in the past two years and are closer to the State rate (3 per 1,000). In addition, the rate of children in care for the County (5.8 per 1,000 children) nearly doubled, and is almost two-thirds of the State rate (8.2 per 1,000).

The significant changes in these statistics present several critical questions for County CWS requiring a higher level of monitoring and evaluation of business processes to ensure good outcomes for children and families. A five year trend analysis shows that although referral rates are decreasing, those referrals are resulting in an increased substantiation rate, and higher numbers of children are entering foster care or being opened for case management by CWS than in previous years. Although CWS is serving more children, the data related to recurrence of maltreatment continues to be higher than the State average, suggesting a need for

⁵⁹ <http://www.countyofsb.org/cao/pdf/budget/0607/Sectionb.pdf>

service enhancement to “at risk” children. With the implementation of Structured Decision Making as a safety/risk assessment tool and the addition of 3 staff to provide Voluntary Family Maintenance Services countywide, it is hopeful that CWS will be able to identify those children at high risk and provide time-limited services to those families to reduce the re-substantiation rate. The rapid growth in the rate of first entries and the number and rate of children in foster care is taxing the County’s already over-burdened foster care resources and creating additional demands on social workers to find adequate, supportive placement resources for children. With the expansion of the Children’s System of Care services, SB 163, and MHSA funds for additional wraparound programs, CWS and Probation are hoping to support the placement of children with significant behavioral and emotional issues within Santa Barbara County and reduce the number of children placed in congregate care across county lines. Since a large body of research shows outcomes for children in foster care are poor, the balancing of when and how to intervene in the lives of children and families to improve outcomes continues.

The following information provides an overview of the various focus groups conducted both internally and with our community partners during the self-assessment process. The discussion focused on the primary goals of Safety, Permanence and Stability, and Child and Family Well-being. First and foremost, focus groups recognized the increasing complexity of family issues including substance abuse, mental health, domestic violence, poverty, gang participation, cultural differences, the presence of more children in our system of care with complex behavioral/emotional needs, and larger family sizes. These issues present challenges to the CWS service delivery system and provide contextual relevance to the outcome measures.

B. GAPS ANALYSIS DISCUSSION

SAFETY

Santa Barbara CWS and our community partners are committed to the goal of protecting children from abuse and neglect. There is clear delineation in the definitions of abuse amongst most service providers, but the identification of what constitutes neglect and the definition of minimum sufficient level of care remains elusive. Over two-thirds of the referrals substantiated in 2005/06 were for some type of neglect. Issues of neglect often involve chronic behavioral patterns on the part of the caregiver that are not readily amenable to intervention and readily susceptible to relapse, particularly if there is an underlying substance abuse issue. It is within this context that the data regarding the following safety outcome measures should be viewed:

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

SB County CWS continues to face challenges in meeting the measures for Recurrence of Maltreatment and Rate of Recurrence of Abuse and/or Neglect in Homes Where Children Were Not Removed. While the percentages presented in the Quarterly Outcome Reports are analyzed with consideration given to the economy of scales, CWS continues to see this as a **high priority** issue. Several programmatic changes have been implemented in the past year to improve safety outcomes for children including Structured Decision Making, addition of staff for dedicated Voluntary Family Maintenance/Family Preservation cases, and the pending expansion of Differential Response services through CWSOIP grant funds. County Data reports show that CWS has considerably improved the outcomes for youth with respect to the Rate of Foster Care Re-Entry (federal) and is presently performing at a rate that is half the Federal Standard.

County CWS and our community partners identified the following barriers to safety for children in our communities and provided strategies to overcome these barriers; thereby identifying some of the gaps in service delivery. A cursory summary of the barriers and strategies are presented below. For greater detail regarding the outcomes of the focus groups please see the attached Appendix, Figures 6-12.

Needs Assessment

- **Resources** including financial supports, housing, childcare, and residential treatment facilities are limited. The income for most families is not commensurate with the high cost of living in SB County. What resources are available are limited and not readily accessible to families or are generally unknown to the populations being served.
- **Knowledge Gaps** or misinformation regarding available resources, supports, and services; child development issues; and general life management skills in the client population.
- **Systemic Issues** thought to inhibit child safety tended to focus heavily on the rising CWS workload. Workload is not readily captured in caseload numbers and social workers have multiple demands on their time, which is resulting in a decreased amount of face-to-face time spent with children and families. Despite the many collaboratives, an additional concern was the general lack of a coordinated response/integrated services to children and families. Rising demands for services, coupled with the increasing demands for social worker time often result in communication breakdowns and the independent functioning of team members.

Gaps Analysis

- **Resources Gaps** were identified by the participants as being key to addressing the complex familial issues. Service delivery options that provide in-home services or residential programs to children and families were viewed as highly desirable. Additional residential treatment programs for substance abuse and/or dual diagnosis would be optimal for providing family focused services. Developing a primary support person for each child and family by utilizing children and families who have been through the system and graduated or tapping into the resources of extended family members more would provide supportive services to children and families in ways that professional services cannot. Extending a system of checks and balances to service delivery by creating an after care program to CWS intervention through community agency involvement for the linking of services/supports to provide a continuum of care for children/families.
- **Education** centered upon providing information to the community regarding Mandated Reporting and the parameters of CWS to hold the community accountable for service delivery systems to at risk children and families, not just CWS. Participants saw a need for targeted education regarding the impacts of substance abuse, domestic violence, mental health, and poverty on children/families and the corresponding resources available to help families cope with these issues. Providing similar information to the education community was also recommended, as teachers and school staff are an integral part of the prevention/early identification support systems for children and their families.
- **Systemic Issues** focused on comprehensive, initial assessments of children and families to help guide the delivery of services and on providing relief to social workers. While discussions focused on the need to reduce caseload numbers/workload for social work staff, at the heart of these discussions was the desire to have frequent contact with children, caregivers, and parents. Recommendations proposed included social work assistants, expanding family preservation services to reduce the number of cases involving court intervention, and making both internal and external resources readily accessible to staff. Furthermore, the focus groups identified the need for a continuum of prevention, early intervention, and relevant after care supports to mitigate safety concerns for children.

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

Based on the Federal Standard and the current statistic for Rate of Child Abuse and/or Neglect in Foster Care, Santa Barbara CWS is performing well. However, the current statistic may be somewhat misleading. A recent survey of ILP youth indicated that they may be under-reporting to their social worker/probation officers instances of abuse in care. The survey participants were asked the reasoning for not reporting instances of abuse in care. All the responses indicated that they did not know they should report and how to do so. Please refer to Appendix, Figure 4 for additional survey results. Strategies to mitigate the rate of abuse/neglect in care should not be overlooked in light of the potential for underreporting. County CWS, Probation and Licensing have developed a coordinated plan for responding to

referrals regarding children in care. Moreover, the Children's System of Care has identified foster parents and relative/NREFM as needing additional support to care for the children in their homes and responded by expanding HOPE services to all substitute care providers and the development of the mobile crisis unit (SAFTY) available 24/7 to families.

Gaps Analysis

While the outcome data currently looks good for Santa Barbara County, the ILP youth survey poses a question bearing additional investigation. Systemic issues arise regarding the content of contacts with youth and whether the youth are adequately informed of their rights. Further still and at the root of the under-reporting may be more than just lack of knowledge regarding making a report, but the potential consequences for the youth if a report is made.

➤ Timely Response and Visits by Social Worker

Santa Barbara County has placed an increased emphasis on ensuring compliance with these outcome measures commensurate with Division 31 regulations by increased monitoring compliance status through Safe Measures. Timely contacts and the corresponding data entry are a **high priority** for County CWS. Although it is believed that staff are doing the work, the delayed entering of data and the inconsistent use of the visit exception may be resulting in the sub-par performance on these measures.

Gaps Analysis

County CWS needs to better understand the monthly visit reporting methodology that the State and UC Berkeley use to derive the data for this outcome measure. In addition, the balancing of competing high priority demands for social worker time will need to be recognized as impacting the integrity of the CWS/CMS data.

PERMANENCY AND STABILITY

Permanence and stability are crucial factors in "normal" child development and key to providing good outcomes for children. Historically, Santa Barbara County has performed well in the following measures:

- Length of Time to Exit Foster Care to Reunification
- Length of Time to Exit Foster Care to Adoption

County CWS continues to **perform very well** in the federal and state standards in Length of Time to Exit Foster Care to Adoption. Although recent data reports, reflect a change in county performance for Exits to Reunification a closer analysis of the statistic reveals that County CWS is missing the federal measure by 3 children. This is one measure that is greatly impacted by the overall small numbers of children/families served by the agency. Although given the complexity of familial issues, this may be understandable as recovery time frames do not align well with the legal timeframes for Family Reunification. The implementation of Structured Decision Making may assist in identifying family strengths and needs very early in the intervention process, thereby providing families with tailored case plans that can be initiated earlier in the reunification period. CWS has also secured CWSOIP funds to pilot a Substance Abuse Recovery Advocate program that is designed to engage parents and youth in drug treatment services and the recovery community. New and innovative approaches to tackling the growing methamphetamine problem in our county will be addressed in an upcoming Methamphetamine Prevention Network Summit focused on coordinating a countywide public and community response to this issue.

Santa Barbara CWS is **performing on par** for the following measures:

- Multiple Foster Care Placements
- Siblings Placed Together In Foster Care

These outcomes are more likely a result of the increased percentage of children being placed in relative/non-related extended family member care. Therefore, County CWS is **performing well** regarding Foster Care Placements in Least Restrictive Setting. Given the absence of adequate foster homes, necessity has resulted in the need to find additional placement resources for children. In addition under CWSOIP grant funds during FY 05/06, County CWS contracted with local CBOs to locate possible connections/mentors for youth that would either be willing to accept the child for placement or remain/establish a connection with the child for future support. Thankfully, the grant was honored again for FY 06/07, as this was a valuable resource to both placement staff and the children they serve.

Needs Assessment

- **Lack of Resources** identified included the limited number of foster homes/placements available for older youth and children with complex needs. Recognition was also made that with the limited resources the opportunity to provide a compatible match between the child and caregiver is unlikely to happen; thereby impeding the potential for stability from the initial time of placement. The experience level of CWS staff and current substitute care providers also impacts placement stability for youth. The demand for services in our respective regions has outpaced the timely availability for children and families resulting often in waiting lists for services, which is further problematic due to an absence of positive connections/relationships for many

youth and their families.

- **Knowledge Gaps** regarding the CWS process and community awareness of the issues impacting permanence and stability for youth combined with low education levels in the primary caregivers may result in delayed reunifications/permanence for children.
- **Systemic Issues** addressed incorporated the inherent conflict between legal mandates/regulations and the reality of overcoming the complex familial issues present in the client population. Staff turnover and inexperience coupled with the time required to complete various tasks for obtaining permanence through adoptions are added challenges to a process that is often time consuming in and of itself. Recognition was given to the legal process, particularly regarding continuances as potential barriers for untimely reunification.

Gaps Analysis

- **Resources Gaps** were readily identified by participants focusing on the need for more family intervention type services such as residential drug treatment programs, intensive in-home services, and placement resources to foster a family, not just a child. Targeted recruitment of caregivers for specific populations of youth and the need for family/child mentors is an area of significant need in light of the growing population of youth in county care.
- **Educating** the community/caregivers regarding permanency options of adoption and guardianship were identified to increase the understanding and open paths for obtaining new placement resources. Additional education for all caregivers regarding the complex behavioral and emotional issues of youth in care is needed to support caregivers in providing services to youth. The concept of providing wrap around services to caregivers, particularly those receiving their first placement, would provide them with an overall better understanding of the process and what to expect from children. Providing additional supports and maintaining regular contact for caregivers receiving their first placements was viewed as a valuable option to enhancing stability and possibly permanence for youth. While participants saw relevance to enhancing education of potential caregivers, the majority of caregivers who participated in the foster parent survey acknowledged feeling part of the team providing services to youth, that social work staff were helpful in obtaining needed resources and supports, and noted that they were prepared by licensing staff about what to expect. While there is always room for improvement, County CWS and licensing may have provided a fairly stable foundation for achieving these goals with caregivers.
- **Systemic Issues** identified the need for more family centered early intervention strategies combined with a community approach to service delivery. Improved integration of targeted services meeting the comprehensive needs of all family members could provide added supports to improve outcome measures. Parent/Child visitation programs that would afford parents the opportunity to interact and provide for their children's needs in a supervised

setting could speed reunification and provide in vivo parenting education.

WELL-BEING

Foster Care Youth Transitioning to Self-Sufficient Adulthood

County CWS implemented several changes to enhance the services/supports provided to youth participating in the Independent Living Program during FY 05/06. Aside from collaborating with the local community colleges to provide classes to foster youth, County CWS contracted with a community based organization to provide ILP case managers in each of the 3 regions. The ILP case managers provide direct services to youth through additional training opportunities, one-to-one and group support, opportunities to develop leadership skills, assistance with planning for college, and the provision of resources/supports for emancipation. Additional partnerships have been developed involving local service organizations and other community resources to provide support to both CWS and Probation foster youth. The ILP program held a Futures and Information Fair to provide all high school aged youth with opportunities to learn about safe relationships, paths to graduation, and their rights as foster youth in addition to connecting them with community resources who sponsored tables at the event. The linking of Foster Youth Services through the County Education Office has provided much needed support for youth in achieving educational success. County CWS is proud of the accomplishments of the revised Independent Living Program and excited about new opportunities for expansion through additional partnerships. During FY 05/06, 133 CWS and Probation foster youth were offered ILP services; 101 of those youth received some level of service.

Based on the limited data available, Santa Barbara CWS, Probation, and the **youth are performing well**. More youth graduated from high school and were accepted to colleges than in previous years. Yet, County CWS and the community recognize, as the research indicates, that foster youth emancipating from care do not fare well in health, education, employment, and housing arenas. Therefore, improving the well-being of youth while in care and as they transition into self-sufficiency remains a **high priority** issue.

Needs Assessment

- **Resources** to provide youth with stable placements while in care and transitional housing opportunities as they prepare for emancipation are limited. The high cost of housing in SB County exacerbates the development of additional foster care resources and the expansion of Transitional Housing Placement Programs (THPP). Furthermore, financial supports and housing for emancipated youth are virtually non-existent. Formalized jobs programs

for the foster youth population are needed to create a smoother transition into the workforce for youth. Improving well-being for youth in care requires additional providers in our community who take MediCal or who will offer pro bono work to serve the foster youth population.

- **Knowledge Gaps** identified include information regarding the child's medical, dental, educational, and familial history. Life skills training for parents/children and better dissemination of available resources is needed.
- **Systemic Issues** hampering well-being for youth include placement disruptions and the corresponding educational disruption; separation of siblings due to limited placement resources for multiple children; acknowledgement that it is more challenging to serve children adequately when placed out of county; and that connections for youth/families often ceases when the funding for services ends.

Gaps Analysis

There is a need to develop a continuum of care for foster youth providing supportive services to ensure that children have their medical, dental, mental health, and educational needs met while in placement and then create a follow-up supportive system for youth upon emancipation. Interagency case management teams so that youth have multiple connections that will not all cease upon emancipation are needed. There remains a lack of formalized transitional programs for youth with particular gaps in financial and housing supports for emancipated youth. Job training and linking opportunities should be explored to support financial independence for youth. A total needs assessment of youth preparedness for self-sufficiency is needed. There is limited participation on behalf of caregivers in preparing youth for transition to adulthood and remaining a resource for them once placement funding has ended. Social programs where children and families can learn to have fun together are just as important as professional services. There is no local California Youth Connection Chapter.

C. Areas for further exploration through Peer Quality Case Review

Santa Barbara County regularly partners with San Luis Obispo County and Ventura County on a variety of Child Welfare Services issues including reciprocal assistance on complex cases and conflict-of-interest situations. The Child Welfare Directors from each county meet regularly to share ideas and information on services, programs, fiscal matters and data reports. All three counties belong to the Southern Region of the Central California Public Social Services Academy.

At present, there are two potential areas identified for further exploration through the Peer Quality Case Review process. The first area of concern is the doubling of Participation Rates for Number and Rate of First Entries and the Number and Rate of Children in Care. The drastic rise of children in care has taxed placement, financial, and personnel resources beyond capacity. Delving into the philosophical and practice issues regarding detaining children may provide some insight into the rising number of children entering care, despite the decline in referral numbers. The second area of concern concentrates on the outcome measures for Recurrence of Abuse. Despite achieving a number of the System Improvement Plan goals focused on improving outcomes in this area, SB County continues to perform below the federal standard and state averages for this measure.

D. Conclusion

The cornerstone in understanding CWS outcome measure baselines and service provision is access to consistently reliable information. Santa Barbara County CWS relies on the Child Welfare Services/Case Management System (CWS/CMS) and Safe Measures for such information. The inexperience of social work staff coupled with the increasing high priority demands on social worker time result in the absence of information in CWS/CMS, delayed data entry, and overall data integrity concerns. Improved "Data Diligence" in CWS/CMS is a **high priority** issue and strategies for improvement are being implemented. The provision of Safe Measures to line staff has allowed them an opportunity to monitor their own data diligence efforts and provided a context for the practices implemented to improve data integrity. Focusing on full utilization of CWS/CMS through data completion, data integrity, and timely entry will provide better information to all levels of CWS personnel, State CDSS, and community partners.

Undertaking the second County Self-Assessment provided Santa Barbara County CWS and Probation an opportunity to engage existing partners, the community, youth, and substitute caregivers in a process of open, honest communication regarding the challenges of providing good outcomes for the children and families served. It is interesting to note the similar themes regarding the lack of resources, need for more community coordination/integration of services, and desire for reduced caseloads appear in both self-assessments. County CWS has made significant strides in implementing new strategies to enhance child and family safety, permanence, and well-being since the original self-assessment was completed. Yet as the gaps analysis indicates... there is still work to be done.