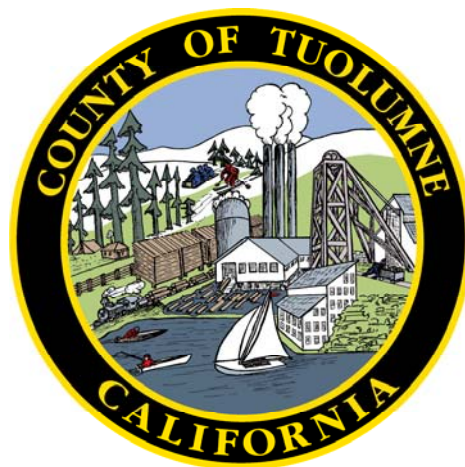


California - Child and Family Services Review

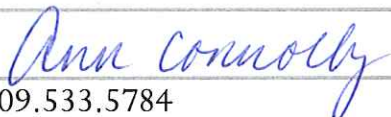
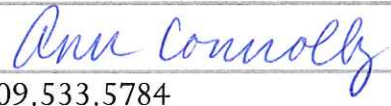
County Self-Assessment

JANUARY 2014



California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☒ SIP ☐ Progress Report ☐

County	Tuolumne
SIP Period Dates	October 23, 2010 – May 12, 2014
Outcome Data Period	Q3 and Q4 2010, Q 1-4 2011, Q1, 2, and 3 2012
County Child Welfare Agency Director	
Name	Ann E. Connolly
Signature*	
Phone Number	209.533.5784
Mailing Address	20075 Cedar Road North, Sonora, CA 95370
County Chief Probation Officer	
Name	Adele Arnold
Signature*	
Phone Number	209.533.7517
Mailing Address	465 S. Washington Street, Sonora, CA 95370
Public Agency Designated to Administer CAPIT and CBCAP	
Name	Ann E. Connolly, Human Services Agency
Signature*	
Phone Number	209.533.5784
Mailing Address	20075 Cedar Road North, Sonora, CA 95370
Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	
Signature*	

Mail the original Signature Sheet to:

*Signatures must be in blue ink

Children's Services Outcomes and Accountability Bureau
 Attention: Bureau Chief
 Children and Family Services Division
 California Department of Social Services
 744 P Street, MS 8-12-91
 Sacramento, CA 95814

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	Agency	Probation
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Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	Same
	Agency	
	Phone & E-mail	
	Mailing Address	
CAPIT Liaison	Name	Annie Hockett
	Agency	Child Welfare Services
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	Agency	Child Welfare Services
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Introduction

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

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

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

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

C-CFSR Planning Team & Core Representatives

C-CFSR PLANNING TEAM

The Tuolumne County 2013 Child and Family Services Review team included the following individuals:

- CORI ASHTON, PROGRAM MANAGER II, CHILD WELFARE SERVICES
- LINDA DOWNEY, JUVENILE DIVISION MANAGER, PROBATION
- ANNIE HOCKETT, PROGRAM MANAGER, CHILD WELFARE SERVICES
- HENRY FRANKLIN/CHRISTINA HOERL, CDSS OUTCOMES AND ACCOUNTABILITY
- IRMA MUNOZ, CDSS OFFICE OF CHILD ABUSE PREVENTION

This team met quarterly throughout each calendar year and more frequently in preparation for the Peer Review and completion of the CSA. Supervisory staff from Child Welfare Services and Probation also participated in a portion of the planning team meetings.

CORE REPRESENTATIVES

In addition to the representatives listed above, the CSA process sought to involve a wide variety of service providers and other community stakeholders in the events leading up to the CSA completion. The listing of all stakeholders asked to be a part of this process is listed in the section that follows.

PARTICIPATION OF CORE REPRESENTATIVES

The following list was created in response to recommendations suggested in the Children's Services Outcomes and Accountability Bureau Office of Child Abuse Prevention C-CFSR Instruction Manual (version 7).

REQUIRED STAKEHOLDERS (P8)

- Child Abuse Prevention Council Representatives [Trix Copps: *Parent*, Ginger Martin-*District Attorney/Victim Witness*, Ellen Dunn-*Probation*, Annie Hockett-*Child Welfare Services*, Arleen Garland-*Infant Child Enrichment Services*, Mark Gee-*Tuolumne County Behavioral Health*, Mark Dyken-*Jamestown Family Resource Center*, Nancy Miner-*Amador Tuolumne Community Action Agency*, Betsy Kelly-*Center for a Non-Violent Community*, Martha Golay-*Amador Community Action Agency*]
- Children's Trust Fund Commission or CAPC if acting as the Children's Trust Fund Commission Representative [Annie Hockett-*Child Welfare Services*]
- County Alcohol and Drug Department [Clint Huffman-*Tuolumne County Behavioral Health Department*]
- County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSSF Programs [Annie Hockett-*Child Welfare Services*]
- County Health Department [Melissa Parrish-*Tuolumne County Public Health Department*]
- County Mental Health Department [Mark Gee-*Tuolumne County Behavioral Health Department*]
- CDSS Adoptions District Offices [Karen Jay-*Sacramento District Office*]
- Juvenile Court Representatives [Laurie May-*Tuolumne County Superior Court*]
- Foster youth; current and former [2 Confidential]
- Native American tribes served within the community [Diana Carpenter-*Tuolumne Band of Me-Wuk Indians*]
- Parents/consumers [Crystal Johnson-*Parent Partner*, Matt Carpenter-*Parent Partner*, Heather Laurence-*Parent Partner*, David Hauschildt-*Parent Partner*]

- PSSF Collaborative Representative [Annie Hockett-*Child Welfare Services*]
- Resource families and other caregivers [Walter Moberg-*Foster Parent*]

In addition to the above referenced stakeholder, the following were also included on the CSR planning process.

- Community Action Partnerships [Shelly Hance-*Amador Tuolumne Community Action Agency*]
- County Children and Families Commission (Prop. 10 Commission) [Cori Ashton-*Child Welfare Services*, Sherri Brennan-*Tuolumne County Board of Supervisors*]
- Department of Developmental Services (DDS) Regional Center [Karen Heflin-*Valley Mountain Regional Center*]
- Domestic Violence Prevention Provider [Laura Sunday-*Center for a Non-Violent Community*]
- Early Childhood Education/Child Care [Arleen Garland-*Infant Child Enrichment Services*]
- Education [Joe Silva-*Tuolumne County Office of Education*]
- Faith-based communities [Leah Houston-*Harvest Fellowship*]
- Family Resource Centers [Mark Dyken-*Jamestown Family Resource Center*]
- Foundations [Ed Wyllie-*Sonora Area Foundation*]
- Law Enforcement [James Mele-*Tuolumne County Sheriff's Department*, Mark Stinson-*Sonora Police Department*]
- Public Housing Authority [Sheila Shanahan-*Community Resource Agency*]
- Regional Training Academy [Margo Hinson-*UC Davis Northern Training Academy*, Susan Brooks-*UC Davis Northern Training Academy*]
- Representatives from businesses [Kelly Putnam-*Umpqua Bank*]
- Teen pregnancy prevention [Joane Job-*Cal-Safe*]
- Workforce Investment Board [Vicki Long-*Mother Lode Job Training*]

Tuolumne County identified additional stakeholder to participate in the CSA planning. They included:

- Rick Dodds-*Sonora Regional Medical Center*
- Erica Hagstrom-Dossi-*Smile Keepers*
- Ruth Caldwell-*California Children's Services & Child Health and Disability Prevention*
- Tiffany Flies-*Columbia Junior College / Foster Parent PRIDE Training*
- Lisa Hieb-*Women, Infant and Children(WIC) Program*
- Michie Anderson-*CalWorks/Linkages / Adult Services*
- Christine Miller-*Victim Witness*
- Michelle Clark-*Foster Care Licensing / Relative Assessment Unit*
- Kate Stephens-*Foster Parent Liaison*
- Martha Golay-*Mentoring Works*
- Eric Aitken-*Tuolumne County Recreation Department*
- John Gray-*Tuolumne County Board of Supervisors*
- Evan Royce-*Tuolumne County Board of Supervisors*
- Sherri Brennan-*Tuolumne County Board of Supervisors*

- Randy Hanvelt-*Tuolumne County Board of Supervisors*
- Deena Garman-*Independent Living Program / After 18 Program*
- Sarah Carrillo-*County Counsel*

THE CSA PLANNING PROCESS

Although there is regular planning for the CSA occurring on an ongoing basis in the form of data review and continued program assessment, Tuolumne County began the bulk of its preparation for the County Self-Assessment by meeting with the planning team in early July, 2013. The team reviewed the components of the Peer Review and CSA and immediately began planning for both of these components. In preparation for the Peer Review, the planning team conducted weekly conference calls and began reviewing and exchanging all documents associated with this event.

At the conclusion of the Peer Review, CWS and Probation management staff began compiling data needed for the CSA. This data was reviewed and interpreted internally by each department. The final version of the CSA was a joint effort between both departments and provides a thorough overview of Tuolumne County as a community. This information collected and the analysis conducted will be used to develop a quality System Improvement Plan that will guide each department over the next five years.

STAKEHOLDER FEEDBACK

On August 19, 2013, Tuolumne County Child Welfare Services and Probation Department held a large community forum. All stakeholders listed in the Core Representatives section above were invited to attend. The forum was organized into two sections. The first portion of the meeting was dedicated to providing an overview of the continuous quality improvement measures taking place among both agencies and to provide a historical background on the work that is currently being done. Participants were provided an overview of AB 636 and given information on different elements of the Peer Review, the County Self-Assessment and the System Improvement Plan. Following this presentation, CWS and Probation discussed their department's data trends while drawing special attention to how this data is used to determine if the departments are meeting the National outcome measures. This discussion naturally transitioned into a section in which the departments explained the rationale behind the selection of the Peer Review focus area.

The second portion of this event was dedicated to eliciting stakeholder feedback. The following questions were used to facilitate this discussion:

- What appears to be having the largest impact in positively supporting the health and well-being of Tuolumne County youth and families?
- Where do you see potential service gaps existing?
- What should be the main focus of CWS in the upcoming SIP? Are there other important areas?
- What should be the main focus of Probation in the upcoming SIP? Are there other important areas?
- What other thought/ideas do you have for CWS and Probation as we approach our SIP?

Major themes emerged from this discussion and overall there was widespread participation from all attendees. Participants discussed the importance of ensuring foster parents have a good working relationship with biological parents and talked about the necessity to include extended family and other natural supports when working towards the goal of reunification. There was a large amount of discussion on the role of the Parent Partner program in Child Welfare Services. Overwhelmingly attendees praised the work this program has accomplished in its short tenure and urged the department to continue to grow and expand this program given the positive outcomes to which it has contributed.

Participants actively engaged in the discussion related to potential service gaps. Lack of housing and inaccessibility to mental health and substance abuse services was discussed as well as the need to ensure families are provided with a specific transition plan as they transition out of reunification services. There was specific dialogue related to Tuolumne County's Dependency Drug Court program and the need to make this program more flexible to meet the needs of our families. The use of creative visitation planning was also discussed.

Attendees were asked to contribute their ideas on necessary elements in the County's upcoming SIP. For CWS, participants recommended the following:

- Increased funding and programs for substance abuse treatment
- Increased number of local foster family homes
- Expansion of the Parent Partner Program
- Increased support for parents and children receiving Family Maintenance Services
- Creative and meaningful family visitation
- Increased accessibility to Evidenced Based mental health programs/treatment
- Ongoing training opportunities for Community Based Organizations and Parent Partners

Regarding Probation, participants recommended the following:

- More prevention activities for younger youth
- Additional programming for chronic runaway youth
- Addition of youth mentors/parent partners to probation program

In closing, participants were asked to share any final thoughts or summations. This question elicited dialogue on the role service providers could play in continuous quality improvement measures. Ideas centered around community based organizations contributing to data analysis efforts to determine the overall success of their programs and providing this information to the departments. There was also discussion on the importance of including CBO's in ongoing training efforts to allow for changes and/or adjustments necessary to provide family centered services.



Overall, the event was viewed by all as being extremely successful in terms of the number of attendees, breadth of community interest, and the quality of feedback that was obtained.

Aside from our Stakeholder event on

August 19, 2013, the department collaborated with the local Child Abuse Prevention council and held a community forum in April of 2013. The forum, attended by nearly 100 participants, focused on identifying promising practices in Tuolumne County. The following questions were presented in small discussion groups.

Tuolumne County's key stakeholders engage in identifying community needs in engaging and serving youth and families.

1) **Foster Care re-entry/Child Abuse/Neglect Prevention**

As a community, how can we provide support for families at risk of first entering, and re-entering to the Child Welfare Services system? What do these supports look like? Are there certain supports missing in our community? Can your table provide an example, or examples, of situations in which at risk families were successful in avoiding entry and/or re-entry? What were the major themes of these success stories?

2) **Parent Leadership**

What does parent leadership look like in Tuolumne County? Where do opportunities exist to expand parent leadership in our community? Can your table provide an example, or examples of situations in which parent leaders were instrumental in creating positive change for families in need? What are the major themes of these success stories?

3) **Teaming and Collaboration**

As service providers, how can we ensure multi-agency teaming and collaboration? What are the barriers to successfully working together? How do we ensure families have a voice in the decision making process? Can your table provide an example, or examples of situations in which multiple service providers and informal family supports were able to work successfully together to support a family? What are the major themes of these success stories?

These questions elicited many ideas and stories from the forum participants. Some major themes that emerged from this dialogue included recommendations to continue collaboration between local agencies, explore how social media can be used in child abuse prevention efforts and provide increased support to the Parent Partner program.

In addition to the small group exercise, a community survey was also presented at this forum. The survey asked respondents to share their level of knowledge on a variety of CWS initiatives including Quality Parenting Initiative, Differential Response, Parent Partner, Step-Down, Safety Organized Practice and Core Practice Model. Respondents were also asked to rate their familiarity on Federal and State outcome measures and asked if respondents would be interested in receiving additional information on this topic area. Additional question covered topics related to transitional age foster youth, foster parent recruitment and trauma informed practice.

A total of 65 completed surveys were collected at the conclusion of this event. The summary of the results are listed below:

- 1) On a scale of 1-5 (1=very knowledgeable, 3=somewhat knowledgeable, 5=very unknowledgeable) how would you rate your knowledge of the following Child Welfare Services initiatives:

	1	2	3	4	5
Quality Parenting Initiative	13.8% (9)	20% (13)	21.5% (14)	23.1% (15)	21.5% (14)
Differential Response	17.2% (11)	10.9% (7)	20.3% (13)	20.3% (13)	31.3% (20)
Parent Partner	15.6% (10)	20.3% (13)	21.9% (14)	14.1% (9)	28.1% (18)
Step-Down	14.5% (9)	14.5% (9)	17.7% (11)	22.6% (14)	30.6% (19)
Safety Organized Practice	6.5% (4)	22.6% (14)	16.1% (10)	21.0% (13)	33.9% (21)
Core Practice Model	12.7% (8)	15.9% (10)	14.3% (9)	23.8% (15)	33.3% (21)

2. How familiar are you with the Federal and State outcome measures used to evaluate the performance of Tuolumne County Child Welfare Services?

Very Familiar	7.8%	5
Somewhat Familiar	43.8%	28
Unfamiliar	48.4%	31

3. Would you be interested in having more information about Tuolumne County's performance on Federal and State measures?

Yes	75.4%	49
No	13.8%	9
Unsure	10.8%	7

4. If you selected yes to the previous question, which would be an effective way to share this information?

Community Forums	29.6%	16
Email Blasts	50%	27
County Website	51.9%	28
Newsletter	40.7%	22
Other (Please Specify)		

5. On a scale of 1-5 (1=very knowledgeable, 3=somewhat knowledgeable, 5=very unknowledgeable), how would you rate your knowledge of the following community action efforts?

	1	2	3	4	5
Prevent Child Abuse Tuolumne County	29.2% (19)	15.4% (10)	29.2% (19)	7.7% (5)	18.5% (12)
Family Advisory Council	20.0% (13)	13.8% (9)	27.7% (18)	23.1% (15)	15.4% (10)
YES Partnership	33.8% (22)	15.4% (10)	23.1% (15)	13.8% (9)	13.8% (9)
Interagency Resource Committee	13.8% (9)	24.6% (16)	23.1% (15)	10.8% (7)	27.7% (18)
First 5 Commission	23.1% (15)	20.0% (13)	29.2% (19)	9.2% (6)	18.5% (12)
Suicide Prevention Task Force	27.7% (18)	16.9% (11)	30.8% (20)	12.3% (8)	12.3% (8)

6. In your opinion, what do you view as the single biggest need for transitional aged foster youth?

Mental Health Support: 18% (n=11)
 Financial Support: 19.7% (n=12)
 Substance Abuse Services: 6.6% (n=4)
 Housing: 21.3% (n=13)
 Employment: 19.7% (n=12)
 Health Care: 3.3% (n=2)
 Social Connections: 11.5% (n=7)

7. How familiar are you with the concept of Trauma Informed Practice?

Very Familiar	14.5%	n=9
Somewhat Familiar	41.9%	n=26
Unfamiliar	43.5%	n=27

8. Would you be interested in learning more about Trauma Informed Practice through community training opportunities?

Yes: 79.4%

No: 4.8%

Unsure: 15.9%

9. Which of the following do you feel are useful tools/methods in foster parent recruitment? (Select all that apply).

Newspaper Advertisements	28.3%	n=17
Public Service Announcements	48.3%	n=29
Recruiters at public events	76.7%	n=46
Community Forums	53.3%	n=32
Other (Please Specify)		n=10

Other responses included the use of social media and performing targeting recruitment in the Faith based communities.

A final question asked respondents to provide feedback on a new DSS website under development. Tuolumne County was in the process of upgrading their website during the time this community forum was held. This question provided useful information that will be utilized as Child Welfare Services and Probation departments begin to

redesign their webpages. Overall, respondents wanted the website to provide current and historical data on CWS and Probation data trends, be easy to navigate and family friendly, include social media components and have online training/tutorials included.

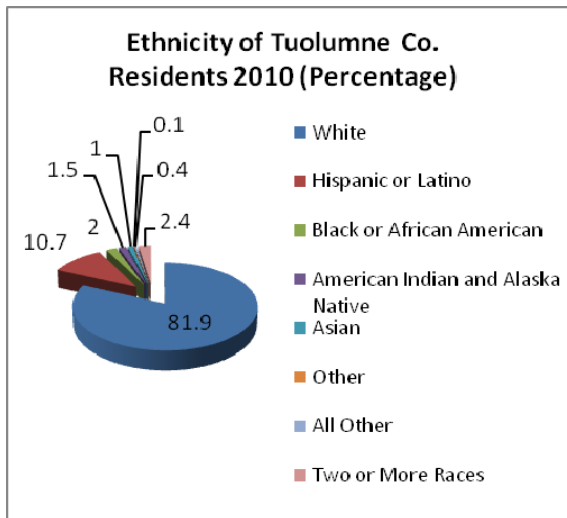
Demographic Profile

GENERAL COUNTY DEMOGRAPHICS

Tuolumne County is located on the western slope of the Sierra Nevada mountain range. The county is located South of Calaveras County and Alpine County, north of Mariposa County and to the West of Mono County. Stanislaus County borders Tuolumne to the west. Tuolumne County comprises 2,220.88 square miles with a population density of 24.9 persons per square mile. This figure is significantly smaller than the statewide average of 239.1ⁱ.

Population:

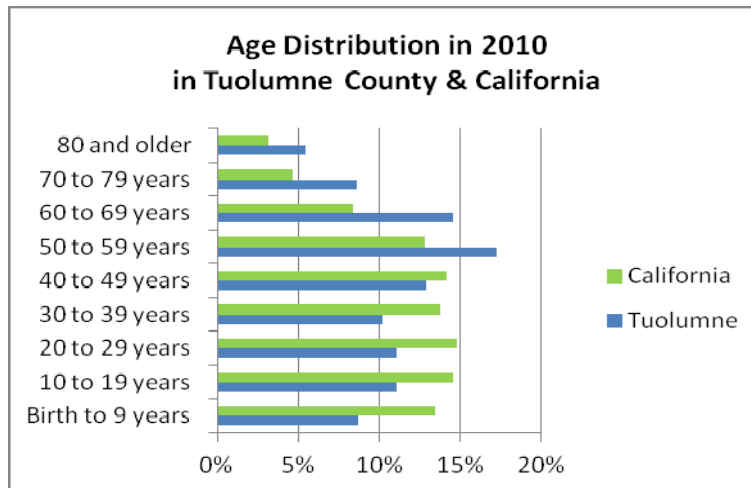
According to 2010 United States census data, Tuolumne County's current population estimate is 55,365.ⁱⁱ Tuolumne County has experienced an overall decline in population over the last ten years. This decline has been associated with the economic recession. The population decline has totaled 3.6% since 2007.ⁱⁱⁱ The figures below represent the most current data available on the ethnic composition of the County.^{iv}



Tuolumne County 2010 Census Data

White	81.9%
Hispanic or Latino	10.7%
Black or African American	2.0%
American Indian or Alaska Native	1.5%
Asian	1.0%
Pacific Islander	0.1%
Other	0.1%
Two or More Races	2.4%

Tuolumne County in general has a higher population of older adults than younger age groups. The area is attractive to those approaching retirement and given the challenging job market, many younger adults are forced to find residency out of the County. This pattern does result in a reduction in youth population in comparison to the State as a whole.^v



A comparison among household types between 1990 and 2000 shows no dramatic trend shifts. Overall, the number of total households increased by approximately 3,000 over this ten year period. This information is quite dated and does not provide a current illustration of household types for the County^{vi}.

Household Types, 1990-2000

	1990		2000	
	Number	Percent	Number	Percent
Total Households	17,959	100.00%	21,004	100.00%
Married Couple	10,928	60.85%	11,425	54.39%
With Children*	4,051	22.56%	3,715	17.69%
Without Children*	6,877	38.29%	7,710	36.71%
Female Householder, no spouse	1,532	8.53%	2,018	9.61%
With Children*	1,071	5.96%	1,255	5.98%
Without Children*	461	2.57%	763	3.63%
Male Householder, no spouse	563	3.13%	806	3.84%
With Children*	336	1.87%	506	2.41%
Without Children*	227	1.26%	300	1.43%
Non-Family Households	4,936	27.48%	6,755	32.16%
Living Alone	4,041	22.50%	5,453	25.96%
Two or More Persons	895	4.98%	1,302	6.20%

A further breakdown of family structure for children in households shows the majority of children in Tuolumne County resided with a married couple of the opposite sex. An examination of this data from 2007-2011 reveals the following:

- 72.5% of children live with a married couple (opposite sex)
- 14.1% of children live with a female head of household
- 5.7% of children live with an unmarried couple (opposite sex)

- 5.7% of children live with a male head of household
- 1.2% live in an “other” category household^{vii}

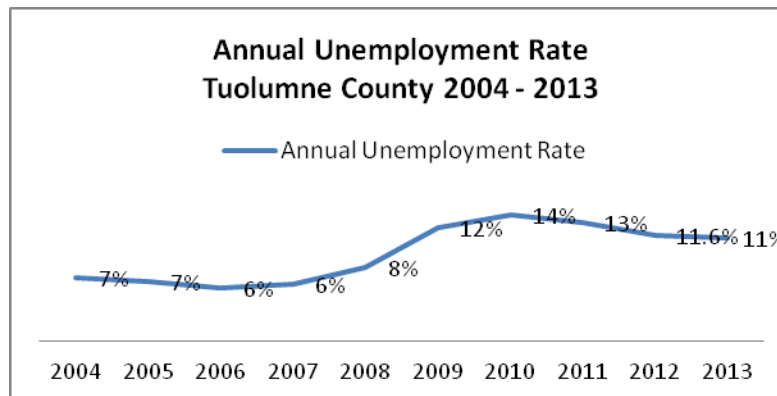
Given the lack of ethnic diversity in Tuolumne County, it is not surprising to learn that the majority of the population speaks only the English language. Again, these figures were captured some time ago, however still reflect that dominance of the English language in Tuolumne County.

Language Spoken at Home, 1990-2000^{viii}

	1990		2000	
	Number	Percent	Number	Percent
Only English	41,825	91.52%	48,955	94.21%
Spanish	2,554	5.59%	1,833	3.53%
Other Indo-European*	1,099	2.40%	912	1.76%
Asian Language**	150	0.33%	249	0.48%
Other	71	0.16%	16	0.03%
Total Population Age 5+	45,699	100.00%	51,965	100.00%

The 2010 median household income for Tuolumne County is reported to be \$44,751. This figure measures considerably smaller than the statewide median income currently set at \$57,664. This figure also measures smaller in comparison to neighboring counties such as Amador, Calaveras and Mariposa Counties.^{ix}

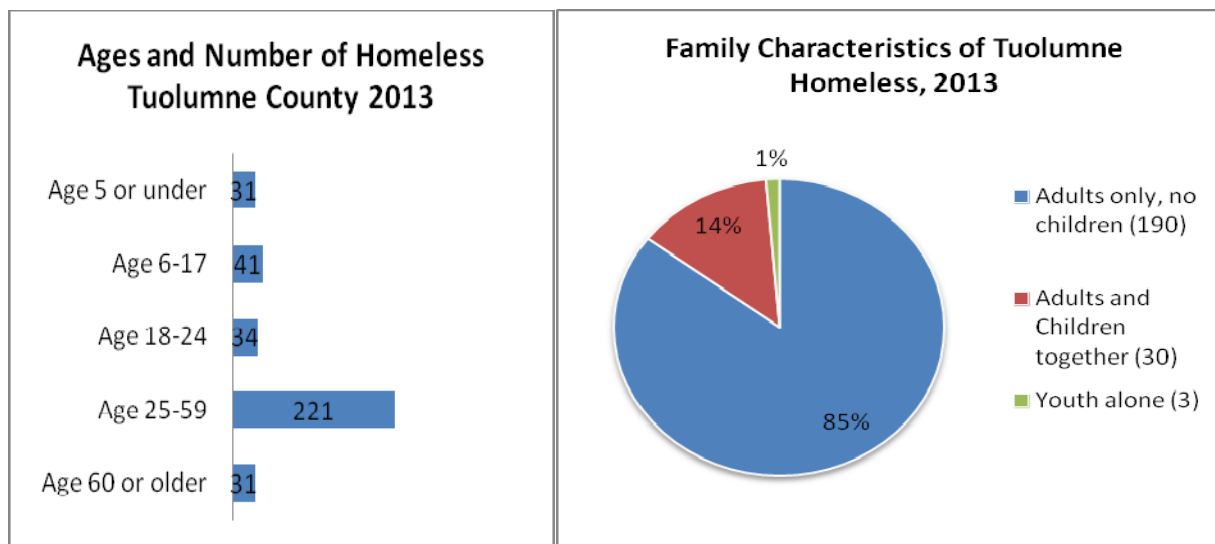
Tuolumne County rates above the State average in the area of unemployment rates. As of March 2013, Tuolumne County’s unemployment rate was at 10.7% in comparison to the Statewide rate of 9.4%. The chart below shows the annual unemployment rate from 2004 to 2013.^x



The median home cost in Tuolumne County is \$151,700 which sits slightly below the median housing cost of a home in the State of California (\$153,800).^{xi} Recent data indicates the overall rates of foreclosures in Tuolumne County slowed in 2013 compared to the year prior. In April of 2013, the rate of foreclosures in the County was one out of every 420 homes. The highest rates of foreclosures were in the cities of Soulsbyville, Groveland, Strawberry, Twain Harte and Sonora^{xii}.

Since 2007, Tuolumne County, in collaboration with Amador and Calaveras County has been collecting homelessness data in the form of surveys. The most recent survey, conducted in January of 2013 collected information on 268 homeless adults and 72 homeless children. While most of the survey participants

consisted of single adults, data on 30 families were captured during this inquiry. The age distribution and characteristics of the families are depicted in the following charts.



Source: Tuolumne County 2013 Community Data Report

Tuolumne County has two federally recognized Bands of Me-Wuk Indians active in the area. These include the Tuolumne Band of Me-Wuk Indians and the Chicken Ranch Rancheria Band. According to 2010 census data, Tuolumne County has 1,039 American Indians/Alaskan Natives residing in the county.^{xiii}

CHILD MALTREATMENT INDICATORS

A combination of individual, relational, community and societal factors contribute to the risk of child maltreatment as well as certain characteristics or factors that have been found to increase the likelihood of child maltreatment. Factors may include child disability, low birth weight, babies born to teens, and child emergency room visits to name a few. In Tuolumne County, there is no indication of disproportionality; that youth from these subcategories enter foster care at a rate higher than that of the local population.

During the years of 2009 to 2011 the total number of children with major disabilities residing in Tuolumne County equaled 2.3%. This figure is slightly lower than the State figure of 4%.^{xiv} California Children Services (CCS) is a program operated by the State of California that serves children special medical needs. The conditions of the children they serve include, but are not limited to: cerebral palsy, congenital heart disease, childhood cancers, muscular dystrophy, severe head, brain and/or spinal cord injury, chronic kidney disease and burn injuries. Data from 2009 indicates there were approximately 193 children receiving CCS services in Tuolumne County during that year. Twenty-eight of these children were under the age of one, and 165 of service recipients were age 1-21 years.^{xv}

Teen pregnancy is an indicator used to evaluate the potential for the occurrence of child maltreatment. The California Department of Public Health defines teen birth as women under the age of twenty delivering

children. The rates of teen pregnancy have remained fairly stable over the past ten years, however in recent years there has been some fluctuations. The percentage of teen births in Tuolumne County has been slightly higher than the California average in 2002, 2003, 2004, 2007 and in 2008.^{xvi}

Total Teen Births, Tuolumne County

Year	Count	Tuolumne County <i>Percentage of Live Births</i>	California <i>Percentage of Live Births</i>
2000	42	9.8%	10.4%
2001	42	9.6%	10.0%
2002	43	9.7%	9.5%
2003	44	9.4%	9.1%
2004	45	9.4%	9.1%
2005	35	7.8%	9.1%
2006	43	8.7%	9.4%
2007	57	12.0%	9.4%
2008	49	10.0%	9.4%
2009	33	7.8%	9.1%

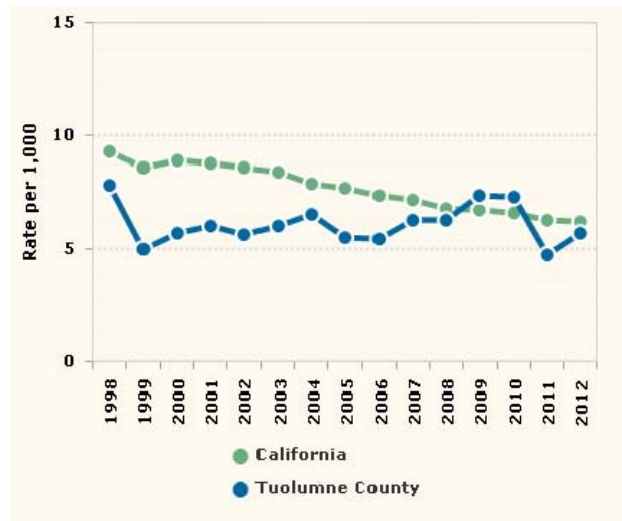
The rate of low birth weight in newborns is another indicator of potential child maltreatment used to assess the overall health of a community. The California Department of Public Health defines a low birth weight infant as a child who weighs less than 2,500 grams (approximately 5.5 pounds). Tuolumne County has consistently rated below the State average of California which has averaged approximately 6.6%^{xvii}.

Year	Number	Tuolumne County <i>Percentage of Live Births</i>	California <i>Percentage of Live Births</i>
2000	25	5.9%	6.2%
2001	23	5.2%	6.3%
2002	19	4.3%	6.4%
2003	18	3.8%	6.6%
2004	20	4.2%	6.7%
2005	27	6.1%	6.9%
2006	33	6.7%	6.9%
2007	18	3.8%	6.9%
2008	26	5.3%	6.8%
2009	15	3.5%	6.8%

Tuolumne County has one local hospital and two Prompt Care facilities that provide care to children who have been injured. In 2010, there were a total of 54 children reported to have been hospitalized as a result of injury. This figure dropped to 40 in 2011^{xviii}.

Over the last approximate 15 years, Tuolumne County has demonstrated an inconsistent pattern in the number of domestic violence assistance calls. The county has historically rated below the state average in

this measure, however experienced an increase in the number of domestic violence assistance calls in 2009 and 2010. This figure was reduced in 2011; 2012 data show the data again trending upwards^{xix}.



As a prevention measure, these trends inform where preventative services are best applied. Prevention dollars (Community Based Child Abuse Prevention) currently target homeless families and teen parents.

CHILD WELFARE AND PROBATION POPULATION

A review of the data from the time of the last County Self-Assessment to current reveals there have been no major trend shifts in the amount or type of maltreatment allegations Tuolumne County is receiving. The County recognizes the proportionally higher neglect figures below which is likely due to (1) strong correlations between abuse and ‘failure to protect from abuse’ which is tracked in the database as a form of general neglect, (2) Many reports include pairing of a single abuse with a general concern for child well-being, often tracked as neglect. The data below was obtained from the Center for Social Service Research Child Welfare Dynamic Reporting System:

Allegation Type	APR 2010-MAR 2011	APR 2011-MAR 2012	APR 2012-MAR 2013
Sexual Abuse	39	63	66
Physical Abuse	79	83	76
Severe Neglect	1	1	4
General Neglect	610	658	613
Exploitation	0	0	0
Emotional Abuse	34	16	22
Caretaker Absence/Incapacity	1	0	3
Total	780	827	789

Further analysis of these allegation rates shows the following breakdown by ethnicity^{xx}:

CY 2010	CY 2011	CY 2012
Black: 1.35%% (n=9)	Black: 1.48% (n=8)	Black: 2.24% (n=11)
White: 81.20% (n=540)	White: 80.15% (n=432)	White: 81.91% (n=403)
Latino: 13.38% (n=89)	Latino: 13.36% (n=72)	Latino: 12.60%% (n=62)
Asian: 1.65% (n=11)	Asian: 1.67% (n=9)	Asian: 1.02% (n=5)
Native American: 2.41% (n=16)	Native American: 3.34% (n=18)	Native American: 2.24% (n=11)
Multi-Race/Missing: (n=105)	Multi-Race/Missing: (n=273)	Multi-Race/Missing: (n=301)

A breakdown of allegations by the age of the children involved is represented below^{xxi}:

CY 2010	CY 2011	CY 2012
Under 1: (n=54)	Under 1: (n=61)	Under 1: (n=58)
1-2: (n=85)	1-2: (n=74)	1-2: (n=90)
3-5: (n=139)	3-5: (n=161)	3-5: (n=121)
6-10: (n=216)	6-10: (n=240)	6-10: (n=238)
11-15: (n=219)	11-15: (n=200)	11-15: (n=215)
16-17: (n=57)	16-17: (n=76)	16-17: (n=71)

Tuolumne County is comprised of ten main districts. Only one of these districts is identified as an incorporated city (Sonora). A review of child allegations rates in the different districts indicates that some areas experience a higher incidence of child maltreatment reports per 1000 children than other comparable areas. The figures for 2012 are depicted below^{xxii}:

ZIP	City	Child Population	Children w/Allegations	Incidence per 1000
95364	Pinecrest	0	1	0.0
95329	La Grange	522	10	19.2
95379	Tuolumne	941	42	44.6
95383	Twain Harte	781	36	46.1
95372	Soulsbyville	458	27	59.0
95321	Groveland	570	34	59.6
95327	Jamestown	1,513	96	63.5
95370	Sonora	4,965	395	79.6
95346	MI Wuk Village	128	16	125.0
95310	Columbia	286	36	125.9

Substantiation rates have risen slightly over the last three years. Calendar year 2010 totaled 139 substantiated referrals; calendar year 2011 totaled 187 substantiated referrals; and calendar year 2012 totaled 159 substantiated referrals.^{xxiii}

Further analysis of these substantiations shows the following breakdowns by ethnicity^{xxiv}:

CY 2010	CY 2011	CY 2012
Black: .78% (n=1)	Black: .61% (n=1)	Black: 4.17% (n=5)
White: 73.44% (n=94)	White: 84.24% (n=139)	White: 78.33% (n=94)
Latino: 23.44% (n=30)	Latino: 10.91% (n=18)	Latino: 11.67% (n=14)
Asian: 1.56% (n=2)	Asian: 1.21% (n=2)	Asian: 2.5% (n=3)
Native American: .78% (n=1)	Native American: 3.03% (n=5)	Native American: 3.33% (n=4)
Multi-Race/Missing: (n=11)	Multi-Race/Missing: (n=22)	Multi-Race/Missing: (n=39)

A breakdown of substantiation rates by age are represented below^{xxv}:

CY 2010	CY 2011	CY 2012
Under 1: (n=16)	Under 1: (n=22)	Under 1: (n=25)
1-2: (n=18)	1-2: (n=20)	1-2: (n=26)
3-5: (n=27)	3-5: (n=36)	3-5: (n=23)
6-10: (n=36)	6-10: (n=49)	6-10: (n=47)
11-15: (n=34)	11-15: (n=46)	11-15: (n=29)
16-17: (n=8)	16-17: (n=14)	16-17: (n=9)

Children with first entries into care equaled fifty-three for calendar year 2010, fifty-eight for calendar year 2011 and fifty-four for calendar year 2012^{xxvi}. Due to the small data set in Tuolumne County where less than 12% are Latino and all other ethnicities are representing between 2% and 3% of the population, it may not be statistically prudent to assess variances in type of abuse across race.

Further analysis of these entry rates shows the following breakdowns by ethnicity^{xxvii}:

CY 2010	CY 2011	CY 2012
Black: 1.35% (n=1)	Black: 1.18% (n=1)	Black: 0% (n=0)
White: 82.43% (n=61)	White: 90.59% (n=77)	White: 78.13% (n=50)
Latino: 14.86% (n=11)	Latino: 7.06% (n=6)	Latino: 15.63% (n=10)
Asian: 1.35% (n=1)	Asian: 0% (n=0)	Asian: 0% (n=0)
Native American: 0% (n=0)	Native American: 1.18% (n=1)	Native American: 6.25% (n=4)
Multi-Race/Missing: (n=0)	Multi-Race/Missing: (n=0)	Multi-Race/Missing: (n=3)

A breakdown of first entries by age are represented below^{xxviii}:

CY 2010	CY 2011	CY 2012
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Under 1: (n=15)

1-2: (n=4)

3-5: (n=7)

6-10: (n=8)

11-15: (n=16)

16-17: (n=3)

Under 1: (n=9)

1-2: (n=10)

3-5: (n=13)

6-10: (n=16)

11-15: (n=9)

16-17: (n=1)

Under 1:(n=14)

1-2: (n=10)

3-5: (n=10)

6-10: (n=12)

11-15: (n=6)

16-17: (n=2)

Child entry rates by geographical region did not match the overall allegation rates by regions. For example, in 2012 the region of Columbia had the highest number of maltreatment allegations per 1000 children; however the city of Tuolumne had the highest number of children with entries per 1000^{xxix}. One rationale for this data trend may be a greater awareness or willingness to report abuse by mandated reporters in one school district over another. This data is reflected below.

ZIP Code	City	Child Population	Children with Entries	Incidence per 1,000 Children
California		9,697,339	30,798	3.2
Tuolumne		10,220	67	6.6
95321	Groveland	570	0	0.0
95329	La Grange	522	0	0.0
95335	Long Barn	56	0	0.0
95364	Pinecrest	0	0	0.0
95379	Tuolumne	941	1	1.1
95383	Twain Harte	781	1	1.3
95372	Soulsbyville	458	1	2.2
95327	Jamestown	1,513	7	4.6
95370	Sonora	4,965	34	6.8
95310	Columbia	286	3	10.5
95346	MI Wuk Village	128	3	23.4

There was a 26.2% increase in children reentering care within 12 months of successful reunification. Calendar year 2010 had 22.4% of children reentering within a twelve month period. This figure rose to 48.6% for calendar year 2011^{xxx}.

A review of the most current available data on reentry following reunification reveals that during calendar year 2011, Tuolumne County Child Welfare Services had 17 (numerator) of 35 (denominator) reenter care

less than twelve months from discharge. The stratification by age, ethnicity and zip code of these 17 children at time of subsequent removal is represented below^{xxx1}:

Age:	Ethnicity:	Removal Zip Code/City:
Under 1: (n=0)	White: 100% (n=17)	95370/Sonora:59% (n=10)
1-2: 29% (n=5)		95327/Jamestown:41% (n=7)
3-5: 35% (n=6)		
6-10: 18% (n=3)		
11-15: 18% (n=3)		
16-17: (n=0)		

As of September 1, 2013, Tuolumne County Child Welfare Services had 88 children in out of home care. The placement type of these children is represented below^{xxxii}:

Placement Type	Count	Percentage
Foster Family Home	16	18.2%
Group Home	1	1.1%
Relative/NREFM Home	35	39.8%
Foster Family Agency Home	28	31.8%
Supervised Independent Living	4	4.5%
Guardian Home-Voluntary	4	4.5%
Total	88	100%

The stratification by age, ethnicity, and placement city of these 88 children at time is represented below^{xxxiii}:

Age:	Ethnicity:	Placement Zip Code/City:
Under 1: 6% (n=5)	Latino: 19% (n=17)	95370/Sonora: 26% (n=22)
1-2: 18% (n=16)	White: 68% (n=60)	95327/Jamestown: 14% (n=12)
3-5: 17% (n=15)	Native American 8% (n=7)	95379/Tuolumne: 7% (n=6)
6-10: 17% (n=15)	*Other: 4.5% (n=4)	95372/Soulsbyville: 4% (n=3)
11-15: 22% (n=19)		95346/Mi-Wuk Village: 4% (n=3)
16-17: 12% (n=11)		95311/Coulterville:2% (n=2)
18 and over: 8% (n=7)		95321/Groveland: 1% (n=1)
		**Outside of Tuolumne County: 42% (n=35)

*Other includes one youth, each of the following ethnicities, Japanese, African-American, Armenian and Hawaiian.

**These counties include: Calaveras, Amador, Stanislaus, Merced, San Joaquin, Placer, Yuba, Sacramento, Nevada and Alameda. There is one child placed in the State of Oregon under an Interstate Compact for the Placement of Children (ICPC). It should also be noted that the placement areas for all SILP placements are not included in the chart above.

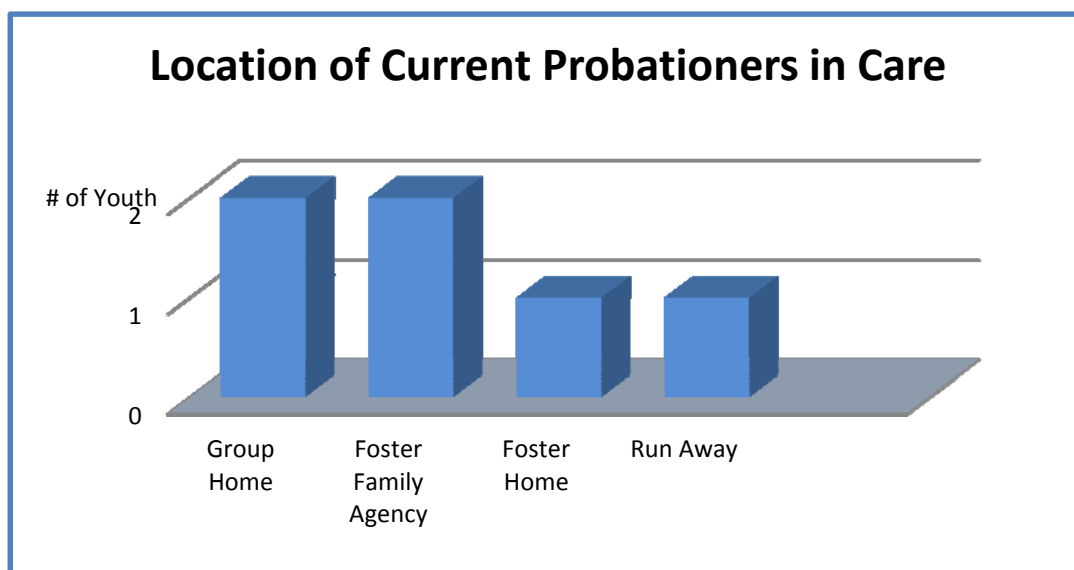
As of 9/3/2013 overall service components in the Child Welfare Services office were distributed as follows^{xxxiv}:

Service Component	Count	Percentage
Investigation:	19	15.2%
Emergency Response (ER):	20	16%
Family Maintenance (FM):	12	9.6%
Family Reunification (FR):	31	24.8%
Permanent Placement (PP):	36	28.8%
Supportive Transition (ST):	7	5.6%

PROBATION:

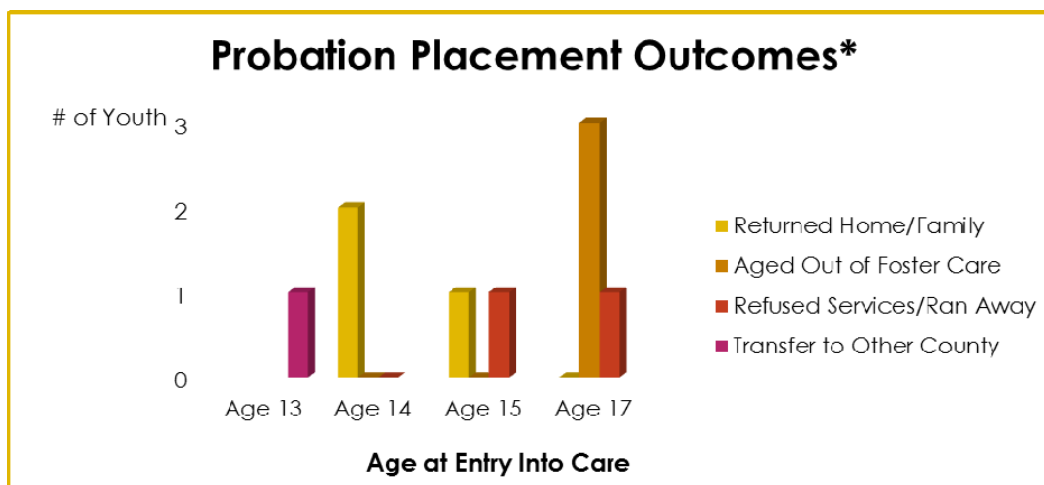
The following analysis of Probation data is intended to reflect the reasons families enter the system and to make sure their needs are met.

Probation has between 3-6 youth in foster care at any given time. During the time of the Peer Review, and the writing of this document, our current number of youth with foster care placement orders is six. All but one youth is placed out of county. Two are in a group home placement receiving intensive services related to their offense, two are placed in certified foster homes through a Foster Family Agency and were unable to be reunified with their family of origin, one is placed in a local foster home (in the reunification process) and one has an active warrant as a result of running away from his placement. All Probation youth in out-of-home care reveal significant child welfare services history with three of the six youth having prior foster care placement through the Dependency system.



For purpose of data analysis, we looked at all youth who were in care on January 1, 2011, and on-going for a total of nine youth. The chart below shows the number of youth in this cohort, their age at entry,

and their outcome when they left the system.



Juvenile Probation receives an average of 223 law enforcement referrals/reports per year. Approximately 54% of these reports are referred to the District Attorney for consideration of filing a Petition in the Juvenile Court. The remaining reports are referred to traffic court, handled informally, counseled and released or closed during the intake process. Looking at calendar year 2012 data, 39% of the law enforcement referrals received involved property offenses, 23% involved offenses against people, 4% vehicle related, and 34% involved illegal substances. The number of juveniles supervised on probation under informal, formal or Deferred Entry of Judgment averages between 100 and 150.

According to a snapshot of Juvenile Hall detainees for the month of August 2013, the most common reason for detention was property crimes. A total of twelve juveniles were detained, nine males and three females. The average age was 16 years, 3 months with the youngest detained being 15 and the oldest being 18. The average number of days of detention was 13.91 days.

Public Agency Characteristics

POLITICAL JURISDICTIONS

County Board of Supervisors:

The Tuolumne County Board of Supervisors consists of representatives from five districts across the County. Board meetings are held the first and third Tuesday of each month.

Tribal Resources:

Tuolumne County has two Federally Recognized tribes: Tuolumne Band of Me-Wuk Indians and the Chicken Ranch Rancheria Me-Wuk Indian Tribe. Each of these organizations has social services departments that aim to provide culturally specific prevention and treatment services to their eligible members. Specific services include mental health, substance abuse and family counseling as well as anger management, sexual assault and domestic violence services. Tuolumne County Child Welfare Services and Probation has close working relationships with the aforementioned tribes and works collaboratively with these organizations on any referrals and cases that involve tribal members or those eligible for membership and services.

School Districts/Local Education Agencies:

Tuolumne County has eleven different school districts, comprised of 9 elementary schools, 2 high schools, and a variety of alternative education programs including private, charter and home school programs. Tuolumne County Child Welfare Services has a good working relationship with the different school districts and conducts annual mandated reporting training for all interested school staff. Child Welfare Services and the Probation Department also serve as core members of the School Attendance Review Board (SARB). Child Welfare Services has no co-located staff with local school programs. Although Probation staff work closely with various county schools, funding is no longer available for on-site placement of probation officers.

Law Enforcement Agencies:

There are two law enforcement agencies in Tuolumne County. These include the Tuolumne County Sheriff's Office and the Sonora Police Department. Given the population these jurisdictions serve, most collaboration occurs with the Tuolumne County Sheriff's Department. Child Welfare Services offers in-service training to both agencies and the working relationships between CWS and local Law Enforcement remains strong. Child Welfare Services has no co-located staff with these Law Enforcement entities. However, the assigned detective for child related crimes from the Sheriff's Office works closely with the CWS staff and has a strong presence in the office.

COUNTY CHILD WELFARE AND PROBATION INFRASTRUCTURE

Child Welfare Services:

Child Welfare Services is a division within the Tuolumne County Department of Social Services (DSS). Tuolumne County DSS is a division within the larger Tuolumne County Human Services Agency. Tuolumne County Child Welfare Services provides case management services to children and their families while maintaining a focus on child safety, permanency and well-being. Child Welfare Services investigates allegations of child abuse and neglect and intervenes on behalf of children needing protection.

Child Welfare Services consists of two Program Managers (PM I and PM II (Senior level)), two Social Services Supervisors, 13 Social Workers, two Social Services Assistants, one legal clerk, one senior office assistant and a varying number of part-time, relief staff. The CWS program is comprised of two distinct units: Emergency Response and Ongoing Case Management. The Emergency Response team conducts

intake assessments, investigates allegations of abuse/neglect, conducts risk and safety assessments, works with families to identify areas of strengths and needs, initiates Juvenile Court intervention and develops case plans in collaboration with service providers and families. The ER team carries a case until a Disposition is reached and is responsible for completing all initial Court Dependency documents (Petition, Detention Report, Jurisdiction Report, Disposition Report and initial case plan). Once a case has reached disposition, it is transferred to the Ongoing team. The Ongoing unit provides intensive case management services and conducts ongoing assessments on children and families receiving Family Reunification, Family Maintenance and Permanent Placement Services. The Ongoing team also provides Independent Living Program (ILP) and After 18/Extended Foster Care (*After 18*) services to eligible youth and provides case management services to all non-minor dependents. A point in time look at current caseload sizes shows ER social workers manage approximately 3.25 cases and 4.5 referrals resulting in 64 dispositions per month, while the Ongoing team averages 22 cases per worker. The ILP worker is currently overseeing 31 children participating or preparing to participate in ILP services (ages 14 through 24) and 8 *After 18* youth. The staff to supervisor ratio is currently 1:6 for ER and 1:4 for the Ongoing team.

Foster Care Licensing, Relative Assessment, and the Transitional Housing Program-Plus program is overseen by an additional Social Services Supervisor and Social Worker who dedicates approximately half of her time to these programs. Point in time data reveals this Social Worker is working with 2 youth accessing THP-Plus services.

Tuolumne County Child Welfare Services continues to struggle with staff turnover and a high vacancy rate. As of the writing of this report, the Department currently has three vacant Social Worker positions. Recent staff concessions and low pay have been cited as major barriers to maintaining the department's workforce. It should be noted that the bargaining unit representing the Social Work staff are still in negotiations for FY 2013/2014. Tuolumne County struggles to recruit local residents resulting in approximately 50% of the case carrying social workers residing outside the county boundaries. This high turnover results in the management team frequently shifting staff among units in order to cover basic operations. This shifting causes serious disruption to the families accessing services and inevitably leads to challenges with service delivery and data entry. The high turnover also negatively impacts supervisory staff tasked with ensuring new hires receive adequate training and increased levels of supervision. The average years of experience of current staff is 2.7 years. The chart below depicts the number of staff who left employment, including staff who opted to leave the agency and those who have been discharged.

CWS Staff Turnover (CY 2011 to Current)

<u>Year</u>	<u>Management</u>	<u>Social Workers</u>
2011:	0	3
2012:	2	3
2013:	0	5

Hourly pay in Tuolumne County for a Social Worker I ranges from \$14.87-\$18.15 per hour. This rate ranges from \$16.43-\$ for\$20.06 for a Social Worker II and from \$18.15-\$22.16 for a Social Worker III. A

Social Worker IV pay ranges from \$20.06-\$24.49. Social Services Supervisors range from \$23.06-\$28.16, Program Manager I ranges from \$25.48-\$31.12 while a Program Manager II ranges from \$28.16-\$34.37. All Social Workers and management staff receive a 5% pay differential for working in a protective services department. Management staff negotiated 5% additional pay for holding a Master's Degree in 2013 bargaining.

As of the writing of this report, the education levels of the CWS staff include 4 Masters Level (3 management staff and 1 social worker), 10 Bachelors Level (4 management, 9 social workers) and 1 Associates Level (social worker). In addition, there are two social workers in the process of obtaining their Master's degree.

Probation Department:

The Chief Probation Officer is appointed by the Court with the Board of Supervisors allocating money from the General Fund for the operation of the Department. Sworn staff at the Department is deputized by the Chief Probation Officer and work as his or her agent. Tuolumne County Probation Department Juvenile Unit provides case management services to youth and their families specific to child safety. The probation department is the receiving agency for all juvenile referrals from city and county law enforcement involving minors who commit law violations. The unit is staffed with a Division Manager, Senior Probation Officer, four Deputy Probation Officers, one Probation Technician/Legal Clerk, one counselor (licensed MFT-currently vacant) and six part-time Probation Aides. The Senior Probation Officer and one DPO are assigned to intake which would include Court Officer duties, two DPO's maintain supervision caseloads and one DPO is assigned those juveniles ordered into placement and juveniles who are integrating back into the community from a juvenile hall or "camp" type program. Three of the five Officers and the Probation Technician/Legal Clerk have received training regarding the CWS/CMS system and are able to enter and retrieve information. All Title IV-E placement cases are entered into the system and secondary assignment is given to the Independent Living Program (ILP) Coordinator.

Deputy Probation Officers are Peace Officers pursuant to 830.5 of the Penal Code and are included in the Deputy Sheriff's Association bargaining unit. This association does not determine probation officer assignments nor does it regulate the number or type of cases assigned to each officer.

After hours, Deputy Probation Officers in the Juvenile Unit provide coverage for juveniles in custody on a rotating basis. This means that Officers assigned to the Juvenile Unit are on weekly on-call every five weeks. They are compensated a set "call back rate" and then compensated time and a half when they respond to the Department for a youth in custody.

The Chief Probation Officer budgets overtime for each fiscal year. Staff is allowed to substitute time off (CTO) at their request, in lieu of overtime compensation, which can accrue up to a certain amount determined by the MOU for the bargaining unit.

Beginning in December 2008, Deputy Probation Officers became eligible for retirement at the calculation of 3% at age 50 rate. However, due to budget and pension reform issues, Tuolumne County, like many other counties, has been working with CalPERS to restructure retirement formulas. Because of the restructuring taking place, depending on the date of hire, retirement calculation benefits could be slightly different for Officers. The county is currently in negotiations with the Bargaining Unit regarding Tier 1

employee contributions to meet Pension Reform guidelines.

Safety Retirement	Tier 1	Tier 2	Tier 3
Effective Date	9/1/1956	3/13/2011	1/1/2013
Formula	3% @ 50	2% @ 50	2.7% @ 57
Earliest Retirement Age	50	50	50
Retirement Calculation Based on Final # of Years	1	3	3
COLA	2%	2%	2%
Death Benefit	\$2,000	\$2,000	\$2,000
EPMC Converted to Salary	Yes	No	No
Employer Rate	34.253%	19.900%	11.500%
Employee Rate/Normal Cost	9.00%	9.00%	11.500%
Employee Rate/Normal Cost Paid by:	Employer	Employee	Employee
EPMC Rate	0.810%	0.000%	0.000%
Total	44.063%	28.900%	23.000%

FINANCIAL/MATERIAL RESOURCES

Child Welfare Services

In addition to the CWS basic / realignment allocation and routine funding sources that support CWS programming, the department has been the recipient of a number of grants that have allowed new programs to be implemented and sustained. The Department has been the recipient of multiple small grants awarded from the YES Partnership and the Sunrise Rotary Club to help establish a Parent Partner program and an equine assisted therapeutic program. In addition, the department was recently awarded a \$250,000 Practice/University Partnership grant through CalSWEC's Research and Development Committee. This grant will allow Tuolumne County to conduct extensive research on the impact of substance abuse in rural settings and will examine the effectiveness of services dedicated to serving this population.

Probation

The Probation Department receives approximately 35% of their total budget from the County general fund. The chart that follows outlines additional funding received from State and Federal sources.

Funding	Programs and Services	FY 12-13	Source
Juvenile Justice Crime Prevention Act (JJCPA)	This program funds the School Probation Officer Team (SPOT) and New Horizons Program	\$157,361	State
Juvenile Probation Camps Funding	This funding provides funding to support Family Therapist, Crisis Home, and psychological evaluations	\$80,000	State
Youthful Offender Block Grant	Provides funding in lieu of placing juveniles in Department of Juvenile Justice (juvenile hall beds)	\$117,500	State
SB933	Monthly Group Home visit reimbursement which covers the cost of visiting juveniles who are placed in group homes.	\$3,400	State
Title IV-E	Reimbursement for activities pertaining to the prevention of removing juveniles from the home and reunification process	\$294,873	Federal
Prop 172 COPS	This grant is not specifically earmarked for juvenile use but is received each year by probation for general use and to support probation services	\$516,079	State
Standards and Training for Corrections	Funding for officer development and training	\$14,000	State
CWSOIP (Outcome Improvement Project)	Allocation to fund activities listed in the county System Improvement Plan (SIP)	\$10,000	State/Federal

The Probation Department utilizes CWSOIP funds to provide additional services and case plan activities to those youth and families who are Title IV-E eligible. These services have included, but have not been limited to, additional counseling services, gas cards to parents for visitation with their child who are placed out of county, psychological evaluation of youth to determine needs to ensure appropriate services and placement are provided, airplane tickets to facilitate visitation and the ultimate placement of a youth with an out-of-state relative, additional clothing when needed and evidence based programming materials and supplies.

CHILD WELFARE/PROBATION OPERATED SERVICES

Juvenile Hall

Tuolumne County is the largest of nine California counties without a juvenile detention facility. As of the writing of this document, Tuolumne County has received state funding to construct a 30-bed facility and is moving forward with construction. It is anticipated ground breaking will occur in the spring of 2014, with the opening of the facility in the fall of 2015. Ongoing operational costs continue to be a

concern for the county.

Until the juvenile detention facility is operational, extraordinary county resources are devoted to out-of-county placement for juveniles that, by the nature of their offenses, absolutely require incarceration. The long travel distances to detention facilities with extra capacity in other counties further tax scarce Tuolumne County resources. Programs that are likely to reduce recidivism and possible out-of-home placement with family involvement are often limited or not available to Tuolumne County juveniles and families when they are in other counties. In addition, when juveniles are placed in other counties there is a risk of Tuolumne County youth being exposed to juveniles who display more sophisticated delinquent behavior.

While in out-of-county detention, youthful offender rehabilitation programs that involve intervention with families and that have the potential to reduce recidivism are not likely to be as effective due to the distance and infrequent contact between the juvenile and his/her family. Continuing treatment programs involving county agencies (behavioral health, continuing medical treatment, vocational services and job placement, etc.) cannot be initiated while the juvenile is in custody and must be deferred until the juvenile returns to the county.

There is no detention space available in Tuolumne or neighboring counties for the incarceration of minors. Tuolumne County juveniles are currently being detained in facilities as far away as Yolo to the north and Bakersfield to the south, with the most frequent counties being Yolo and Nevada.

Location	Roundtrip Mileage
Nevada	274
Yolo	240
Sonoma	190
Kern	486

County Operated Shelter

The Emergency Children's Shelter has been in operation since January of 2004. The shelter is a county owned and maintained building on land leased from the County. The shelter is staffed by licensed foster parent(s) who reside at the shelter and provide care and supervision for up to 6 children aged 0-18. Through a county developed contract, the foster parent agrees to be available to take new placements at any time with the exception of designated respite weekends and vacation periods. DSS has also developed several contracts for respite providers specifically for the shelter. This arrangement allows the shelter to be operational twenty-four hours per day, seven days a week.

Children reside in the shelter for up to 30 days and receive comprehensive assessments including, mental health screenings, and physical and dental examinations. Children continue to attend their school of origin during their stay at the shelter. This initial shelter stay allows ample time to thoroughly assess the child and conduct better placement matching. It also allows time for family finding efforts to take place.

County Licensing

Tuolumne County DSS performs all recruitment, licensing and reassessments for local foster family homes. Currently, one social worker is assigned to foster care licensing for approximately 25% of her workload.

The Tuolumne County Probation Department collaborates with DSS to recruit foster parents to accept placements of wards requiring out of home placements and crisis homes. Probation provides ongoing training and support to foster parents accepting placements of Tuolumne County Juvenile Court Wards. Additionally, Probation has successfully utilized Probation Officers with the Support of a Mental Health Clinician to provide personal contact with foster parents to encourage and support placements.

DSS, in collaboration with Columbia Junior College Foster/Kinship Education Program, provides ongoing training and support to all licensed foster parents. Training has recently been enhanced to include 'Advanced Pride', where CWS and Probation practitioners provide detailed instruction in the day-to-day operations of each agency and outline specific needs and expectations for fostering youth.

In 2011, after undergoing a competitive application process, Tuolumne County was one of four counties chosen to participate in foster care improvement efforts through the pilot Quality Parenting Initiative (QPI) in California spearheaded by the Youth Law Center (YLC). Local implementation of QPI began in December 2011, resulting in the implementation of several new strategies, including: increased foster parent training (noted above), the development of a website for foster parents embedded in the Tuolumne County website, the implementation of a Foster Parent Liaison position to offer support to Probation, Child Welfare and foster parents, and ongoing surveys of foster parents, foster youth (if age appropriate), and biological families to ascertain program progress. Expected outcomes of these changes are the licensure of more local, quality foster homes, better relationships with local foster homes, resulting in a reduction of high-cost, out of county placements, and a reduction in abuse or neglect recidivism.

County Adoptions

Tuolumne County DSS does not have an adoptions unit. The County has a Memorandum of Understanding with the California Department of Social Services Adoptions Bureau to complete all Juvenile Court Adoptions. An analysis to determine the County's ability to deliver adoption services at the local level is pending.

HOPE House: Emancipated Foster Youth Shelter

Transitional Housing Program-Plus / Transitional Housing Placement Plus

Emancipated foster youth in Tuolumne County face many challenges on their way to independence. Historically, foster youth have left the foster care system without a job, behind educationally, and with limited resources. Additionally, Tuolumne County has a shortage of housing that will accept youth adults, especially without a co-signer. Housing costs are high and public transportation remains limited. Foster youth in Tuolumne County often end up homeless or moving from home to home after emancipation. In January 2009, a homeless survey was conducted in Tuolumne County and 25% of the people surveyed indicated they had been in foster care at some point in their youth.

The Tuolumne County Department of Social Services recognized the need for supportive services, delivered in a real-life environment, in order to prepare foster youth for life on their own. The HOPE House (**Housing and Opportunities Program for Emancipated Foster Youth**) was established to give former foster youth a place to learn about living independently without the worries and struggles of where they will sleep once nighttime arrives. The HOPE house provides a safe living environment that allows youth to learn and practice skills necessary to live on their own while remaining secure in their housing.

The HOPE House has a capacity of five beds and the program provides emancipated foster youth ages 21-24 intensive supportive services up to twenty-four months. Participants pursue county-approved goals they have developed in their STEP/THP-Plus Transitional Independent Living Plan (TILP), participate actively in school if a diploma or GED has not been obtained or participate in an approved vocational training, obtain and maintain part-time or full-time employment as appropriate, receive incentive payments earned through program compliance to subsidize their earned income, housing assistance upon successful completion of the program, and maintain a substance-free lifestyle. Each youth will identify a “support” team, which will assist them in achieving their goals. This team will also include an assigned mentor through a local mentoring program.

Since the program’s inception, 12 emancipated youth have received support and case management in the HOPE House.

OTHER COUNTY PROGRAMS

CalWorks/Linkages

Tuolumne County aims to serve families collaboratively with the Welfare to Work program when parents are impacted by child abuse/neglect and striving toward self-sufficiency. When families have a Welfare to Work case plan, caseworkers from both units form a unified case plan modeled after the Juvenile Court ordered CWS plan with components specifically aimed to assist families reach self-sufficiency.

Public Health

Child Welfare Services and Public Health in Tuolumne County recognize the importance of providing collaborative support services to families engaging in emergency response, family maintenance, and family reunification services. Collaboration increases the depth of support to families who are learning to parent, protect, and nurture healthy, well-adjusted youth. Tuolumne County CWS, in collaboration with the Public Health Department, identified the following scope of work guidelines to assist in collaboration efforts.

To serve families in this partnership, the Public Health Nurse

- *Provides medical case management; plans, evaluates, implements and modifies client care plans; confers with physicians and other professional and para-professional staff regarding client’s condition and health care needs.*
- *Conducts home visits to assess client needs and to communicate, through educational means, information meaningful to clients in an effort to effect change.*

- *Conducts visitation support for families engaging in CWS services to include education, support, guidance, and assessment of needs during family visitation sessions. Specific activities to include but are not limited to:*
 - ✓ *Specialized case management services to CWS identified families to include:*
 - *Needs assessment*
 - *Development of an individualized service plan*
 - *Linkage and consultation*
 - *Assistance with accessing services*
 - *Crisis assistance planning*
 - *Nutrition support*
 - *Breastfeeding support*
 - *Home safety education*
 - *Parenting education*
 - *Age appropriate expectations, developmental milestones, nurturing, etc*
 - *Education on effect of drugs/alcohol on developing infants (prenatal and through breastmilk)*
 - ✓ *Specialized support for Foster Parents to include:*
 - *Nutrition support*
 - *Transition support at entry into placement including medication review and education*
 - *Home visiting (limited)*

Foster youth are also provided Foster Care Nurse services through Public Health. Due to this service, youth receive annual physical and dental appointments timely at a 90% rate of compliance (see data analysis at the end of this report).

Alcohol and Drug Treatment

The majority of families accessing Child Welfare Services have substance abuse identified as a maltreatment factor. Point in time data as of December 2013 reflect 88.5% of current Family Maintenance, Reunification, and Emergency Response court cases have a substance abuse component (54 out of 61)¹. In an attempt to combat the epidemic of substance abuse in Tuolumne County, a treatment court, the Dependency Drug Court (DDC), was established. The structure of this program involves the use of a multidisciplinary treatment team. Treatment team members include case carrying social workers, the ongoing unit supervisor, county counsel, mental health substance abuse counselors, a court manager and the Superior Court Judge. DDC services are preselected and include 3 times weekly substance abuse group sessions, once monthly individual session with an AOD counselor, 3 twelve step meetings and random drug testing 3 times per week. Once parents have participated in these services for several months, parenting instruction is introduced.

As noted later in this report, data analysis on the DDC program has indicated that parental relapse is high for program graduates. This discovery prompted the beginning of monthly meetings between CWS and the

¹ These figures do not include open referrals, Permanent Placement, or After 18 cases.

Behavioral Health Department (BHD) Alcohol and Other Drug (AOD) services manager. The purpose of these meetings was to further evaluate program effectiveness and make potential modification to improve outcomes for families. This work served as a precursor to the departments seeking out assistance in accomplishing a more in-depth analysis of the DDC program. The Departments were successful in achieving a collaborative research practice partnership grant through CalSWEC. The departments are currently developing the proposal for this grant that will provide program support for three and one-half years in collaboration with Infant Child Enrichment Services (ICES), Administrative office of the Courts, Tuolumne Band of Me-Wuk Indians, and the Superior Court.

State and Federally Mandated Child Welfare/Probation Initiatives

Tuolumne County Child Welfare Services is participating in a number of initiatives including the Fostering Connections After 18 Program, Quality Parenting Initiative, and Katie A./Core Practice Model.

Fostering Connections / After 18 Program

Tuolumne County began providing *After 18* program services in January of 2012. The process began with the identification of key stakeholders and series of implementation meetings to prepare for the program's start. Currently, Tuolumne County Child Welfare Services has one Social Worker assigned to eligible youth and allocates approximately 33% of her workload to this program. This staff member works closely with the ILP/Aftercare Coordinator to ensure all youth receiving extended foster care benefits are also accessing available transitional care services. This staff member provides case management services to non-minor dependent youth from the CWS system as well as the Probation system. As of the writing of this assessment, there are eight youth participating.

Katie A. /California's Core Practice Model

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

In preparation for potential program changes as a result of this litigation, Tuolumne County Child Welfare Services and Tuolumne County Behavioral Health Department began meeting regularly with its management staff. These meetings commenced in December of 2012 and have continued to occur a minimum of once per month since that time. A mental health screening tool has been developed to use with foster youth, and both departments have been advised of the processes required to conduct screenings on all children entering care. These screening tools are completed by the case management social worker

and then forwarded to Behavioral Health for review. The Program Supervisor for the Children's System of Care program reviews these screenings and determines if a child is in need of ongoing mental health services. A summary of all screenings have been compiled and this information, along with a listing of all children identified as a subclass member pursuant to this lawsuit are reviewed monthly by the CWS and BHD leadership team.

Tuolumne County did submit a request to participate in a Statewide Learning Collaborative dedicated to Katie A. implementation. Tuolumne County was selected to participate and this workgroup is slated to begin in October of 2013. Tuolumne County Program management staff also attended a workshop in which the elements of the proposed California Practice model were discussed. These elements included the theoretical framework, the values and principles, practice elements and practice behaviors.

The local planning and implementation team is now transitioning its efforts to identify key stakeholders and begin including their input into the planning process. The team is also making efforts to include parent partners into the Katie A. implementation.

Quality Parenting Initiative

In 2007, the Youth Law Center (YLC), a public interest law firm that works to protect children in the nation's foster care and justice systems from abuse and neglect, created the Quality Parent Initiative (QPI) in response to a widespread lack of foster homes and unacceptable outcomes for foster youth in Florida. The primary goal of QPI is to ensure that every child in foster care is placed with a skilled, nurturing foster family while maintaining the child's connections with his or her own family. QPI is based on the tenets that as the people who spend the most time with the children while they're in care, the foster parents are the most critical element of success for the child and family receiving services, and that a high level of skill is necessary to be a quality foster parent. QPI recognizes that the traditional foster care "brand" has negative connotations, and this deters potential foster parents from participating. QPI is an effort to rebrand foster care, not by simply changing a logo, but by changing the core elements underlying the brand. Therefore there are two major facets of QPI: the marketing and rebranding of foster care to *recruit* skilled, quality foster parents, and the reframing of the infrastructure of a participating county's foster care system to *retain* quality foster parents. The major successes of QPI in Florida have been in system change and improved relationships, in addition to measureable improvement outcomes such as reduction in the amount of placement changes, reduction in the use of group homes for placement, and more successful reunifications.

In 2010, the Youth Law Center began piloting the program in California through a few select counties. In 2011, after undergoing a competitive application process, Tuolumne was one of four counties chosen to participate. Each county was assigned a consultant from the YLC who provided direction and aided in the facilitation of the QPI process upon the counties' agreement to follow through with the recommended changes, and to provide the requested statistical data necessary to eventually incorporate QPI into evidence-based practice for all California counties.

Local implementation began in December 2011, and first required the identification of stakeholders in the Tuolumne County foster care system who would become the QPI team, which includes: staff from Child Welfare Services, Foster Care Licensing, Probation, the Office of Education, current foster parents, biological families who have successfully completed services, foster youth, the Juvenile Court, and foster parent training providers. The key elements of the QPI process are to define the expectations of foster parents, social workers and probation officers, clearly articulate the expectations, and then align the system

so that those goals can become a reality. The process involves a series of stakeholder meetings to accomplish the following:

- Come to consensus on what excellent foster parenting looks like and identify performance standards to measure whether it's happening;
- Take these raised standards to a marketing professional in the private sector who helps condense them into memorable language that will become the brand or mission statement of Tuolumne County Foster Care;
- Identify ways each stakeholder's group can live the brand by altering their process, protocols or infrastructure to promote success; and
- Work with a marketing professional to develop a logo and slogan to reflect the new raised standards of high quality, professionalism and teamwork.

Tuolumne County has completed these initial steps of the Quality Parent Initiative, and is implementing several new strategies, including: increased foster parent training, the development of a website for foster parents that will be a part of the Tuolumne County website, the implementation of a contract position of Foster Parent Liaison to offer support to Probation, Child Welfare and foster parents, and ongoing surveys of foster parents, foster youth (if age appropriate), and biological families to ascertain program progress. Expected outcomes of these changes are the licensure of more local, quality foster homes, better relationships with local foster homes, resulting in a reduction of high-cost, out of county placements, and a reduction in abuse or neglect recidivism.

Safety Organized Practice

While not identified as a specific initiative, Tuolumne County has begun implementation of Safety Organized Practice (SOP) in the County. Tuolumne County began the implementation of SOP in October of 2012 by having a large portion of staff attend a foundational SOP institute facilitated by Tuolumne County's Regional Training Academy (RTA), UC Davis Northern Training Academy. In April of 2013, Tuolumne County facilitated another SOP institute that was held locally and offered to all local service providers and key stakeholders. At the conclusion of this training, all CWS staff had participated in the foundational institute and were then able to attend a variety of other SOP workshops. The titles of these workshops have included: Trauma Informed Practice, Family Meeting Facilitation, Group Supervision, Safety Networks, Motivational Interviewing and Solution Focused Practice.

In addition to the classroom teachings, Tuolumne County coordinated with the RTA to arrange SOP coaching. Twice monthly, a SOP trained coach travels to Tuolumne County to provide direct staff and supervisor mentoring. The facilitator, in tandem with the Social Worker, conducts home visits, and participates in client interviews, family meetings and case staffings. The coach also dedicates a portion of her time to meeting with management staff to discuss overall SOP implementation.

In an effort to continue expanding SOP practice in Tuolumne County, the department has recently convened an Implementation Team to provide program oversight and ensure successful implementation department wide. Social Workers have been invited to participate in this workgroup and the committee is in the process of identifying key stakeholders to invite to participate. The committee is also working on

developing a community awareness campaign to identify methods of informing the community of this new approach to child protection work. Tuolumne County is proud of its community partners who have instituted SOP into their service delivery model in their work with families.

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

THE BOS-DESIGNATED PUBLIC AGENCY

The Tuolumne County Board of Supervisors has designated Tuolumne County DSS as the public agency to administer CAPIT, CBCAP and PSSF funding. The YES Partnership was designated in 2002 by Board Resolution (No. 19-02) as the community's coordinated council to prevent child abuse. The mission of the YES Partnership is to .develop, promote and support programs which have a positive impact on the health and safety of the community with emphasis on the knowledge, beliefs, attitudes and practices of Tuolumne County's children and youth; dedicated to preventing suicide, substance abuse and child abuse.

CHILD ABUSE PREVENTION COUNCIL (CAPC)

The community gathers its child abuse prevention partners under the auspices of Prevent Child Abuse Tuolumne County or PCATC, which is a subcommittee of the YES Partnership. PCATC, established as an independent organization within county government, was formed to provide community input into the County's program for services to children with special emphasis on child abuse/neglect prevention, and intervention services. Prevent Child Abuse Tuolumne County (PCATC) was reestablished in 2002 by Board Resolution No. 19-02 as a standing committee of the YES Partnership and is authorized to administer the Children's Trust Fund. PCATC assists in the county's prevention and early intervention efforts by screening, selecting, and evaluating grantors in receipt of Child Abuse Prevention, Intervention, and Treatment (CAPIT) and Community Based Child Abuse Prevention (CBCAP) dollars as well as through delivery of funds to community organizations in the form of minigrants to prevent child abuse.

Recent successes of PCATC include re-establishing a strong commitment to community training and outreach. Efforts are underway to provide training in the area of Trauma Informed Practice to community partners.

COUNTY CHILDREN'S TRUST FUND COMMISSION, BOARD OR COUNCIL

The County Children's Trust Fund is overseen by the local Child Abuse Prevention Council, Prevent Child Abuse Tuolumne County, a standing committee of the YES Partnership. Information on programs, services, and/or activities funded with the CCTF is made available through open meetings of PCATC, is published in

the annual PCATC newsletter, and all budgeting for PCATC is managed through the County's Office of the Auditor/Controller.

Tuolumne County receives Community Based Child Abuse Prevention (CBCAP) dollars which are spent through contracts with community based organizations selected through a competitive bidding process. As delivery of the CBCAP allocation is delayed until February each year (8 months into the fiscal year), the grant is already two-thirds spent and pre-paid using county funds, the grant simply passes through the County's Human Services budget. To ensure that the fund reaches a \$20,000 minimum, effective December 2013, all future CBCAP dollars allocated to the County of Tuolumne will be placed in the Tuolumne County CCTF then invoiced to the service provider under contract to provide community based prevention activities.

PSSF COLLABORATIVE

Tuolumne County DSS is currently identified as the local planning body for the PSSF program. Activities are coordinated and tracked by the Child Welfare Services Program Manager. Efforts are currently underway to become more inclusive of the local Child Abuse Prevention Council.

Systemic Factors

MANAGEMENT INFORMATION SYSTEMS

Child Welfare Services:

Tuolumne County CWS and Probation staff are required to use the Child Welfare Services/Case Management System (CWS/CMS) to document all case related information. CWS/CMS is the data system used by the California State Department of Social Services (CDSS) to determine overall compliance to the identified outcome measures. CDSS contracts with the University of California at Berkeley's Center for Social Services Research who in turn compiles the quarterly summary reports for all 58 counties. These data reports are referenced throughout Tuolumne County's Self-Assessment.

Tuolumne County Child Welfare Services also uses the SafeMeasures® data tool when evaluating programmatic components and overall case compliance. This tool is used by all staff levels at the department in order to review individual worker performance as well as overall department effectiveness. Supervisors are including data obtained from SafeMeasures® to conduct employee evaluations and social workers use this program to monitor their own performance. Data obtained from SafeMeasures® can often

offer a more current data picture in comparison to the UC Berkeley data and therefore is frequently used to provide current data trends for community stakeholder events.

The department also utilizes Structured Decision Making (SDM) to conduct assessments and case decision making processes. Social Workers are required to utilize a variety of SDM tools for intake, investigation, safety and risk assessment and case planning. All SDM tools are reviewed and ultimately approved by a Social Services Supervisor.

Social Workers are becoming proficient in the use of the C-IV database, one of three statewide automated welfare system databases used in California. Use of C-IV in Child Welfare allows us to search date of birth data, locate family, identify individuals within a home, and other related tasks. Staff in Tuolumne County currently do not use field tablets nor are staff presently trained in the Business Objects program available for dynamic report development.

Probation:

In August, 2013, Tuolumne County Probation Department went “live” with a new web based case management system. The new system, Caseload Explorer, is available through AutoMon and supports all Adult and Juvenile case activity including; probationer profiles, victims, addresses, charge dispositions, biographical information, court hearings and probation orders. It is anticipated the new case management system will provide the ability to extract detailed data to assist in measuring outcomes and to determine what programs are most effective in reducing recidivism.

In addition to a new case management system, Probation Officers were trained by National Council on Crime and Delinquency (NCCD) staff on the Juvenile Assessment and Intervention System (JAIS). JAIS is a gender-responsive, evidence-based approach to the supervision of youth that offers staff an effective, easy-to-use interface to assess the gender-specific risks and needs of youth. JAIS provides specific supervision strategies based on a youth’s underlying motivation for illegal behavior. For administration, JAIS provides the ability to easily monitor data and needs through data reports that summarize the risk and needs profiles of youth served as well as helping to identify staff training or resource needs.

Tuolumne County utilizes the Juvenile Sexual Offense Recidivism Risk Assessment Tool-II (JSORRAT-II). This assessment is required to be completed on all male sex offenders to assist in determining the level of recidivism risk. The JSORRAT-II has been validated in Georgia and Utah and is currently going through the validation process in California.

CASE REVIEW SYSTEM

Child Welfare:

Tuolumne County strives to ensure family access to services is seamless across programs and is delivered at the community level whenever safety and risk can be managed at that level. Case planning includes screening and assessment of each family member, includes local service availability to address trauma and behavioral health needs, delivers sound visitation planning, and substance use treatment when appropriate. Tuolumne County is actively engaged in building its capacity in the area of Trauma Informed Practice to

better assess service delivery and its usefulness to families. At this time, staff depend on the expertise of its service providers to meet these needs for families.

Adherence to legal requirements in dependency hearings is of paramount concern in Tuolumne County. As a small county, tracking cases to ensure the needs of all children receiving services are met is managed through regular case staffing, review of Safe Measures data, and through supervisory consultation with staff. As a smaller community, Dependency matters are handled by one full-time Superior Court Judge who hears the vast majority of all CWS cases. Child Welfare Services is represented by County Counsel attorneys, children are represented by the District Attorney's office and the parents are represented by the Public Defender and a pool of local attorneys who contract with the court to provide their legal services.

The Administrative Office of the Court performs periodic reviews on operations and compliance. The most recent review is currently underway and no data has yet been gathered. Further, County Counsel ensures full adherence to legal timeframes and service responsibilities as part of the standard practice in serving CWS on all court matters.

Efforts are currently underway to enhance the agency's case review system as part of a research/practice partnership grant through CalSWEC which aims to address working relationships, service array, and well-being outcomes within Tuolumne County's Dependency Drug Court program.

Probation:

Probation Case Plan Development – The County meets the requirements for written Case Plans within 60 calendar days of the in- person investigation or the initial removal of the child from the home. During the investigation process the Probation Officer develops the case plan with the juvenile and parent(s) based on information disclosed in the social history interview as well as the type of crime committed. Once the case is transferred to the supervision officer, a detailed assessment is completed and specific needs are identified and addressed in an updated case plan. All officers are trained in Motivational Interviewing skills which is crucial to the validity of the assessment tool. In addition, the tool is designed to assist the officer in building rapport with youth as they work together to reduce recidivism and strengthen the family.

Case plans are reviewed a minimum of every six months and updated with the family. Case plans are also updated when a need is identified that was not previously addressed.

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

Tuolumne County Foster Care Licensing continues to complete 100% annual visits for all licensed Foster Family Homes (FFH) regardless of placement status. When a FFH is found to be in violation of the Title 22 California Code of Regulations, the Licensing Program Analyst (LPA) immediately notifies both placement agencies. The LPA closely

monitors all issued Plan of Correction dates, ensuring their timely completion. Placement agencies are notified when all issues have been resolved.

Similar to the Foster Family Home procedure, approved Relative and Non-Related Extended Family Member (NREFM) homes are evaluated on an annual schedule to ensure compliance with Article 3 of the Title 22 California Code of Regulations. If an approved home has a ward/dependent child placed in the home or the home is approved to provide ongoing respite care, an annual inspection is completed in accordance with the initial approval date. If modifications are made to the home or a household composition change is made within the year, the caseworker will notify the Relative Assessment Worker to ensure compliance is attained timely.

Both Foster Family Home and Relative/NREFM applicants must complete a criminal background check, including the criminal record exemption process when applicable, prior to approval for placement. Through this process, applicants are required to submit their fingerprints to Live Scan at which time rapbacks are established. If a rapback is received, the LPA or Relative Assessment Worker conducts an investigation on the arrest or CACI hit to determine if the caregiver remains appropriate for placement until a final disposition is available. The Tuolumne County Foster Care Licensing staff follows Title 22 Regulation criteria as well as the procedures provided in the Evaluator Manual. The Licensing Program Analyst works closely with the Community Care Licensing Division when processing all criminal background related functions.

Tuolumne County ensures compliance with criminal record clearances. When a Relative/NREFM home has been approved for emergency placement, the Relative Assessment Worker completes initial checks with California Law Enforcement Telecommunications System (CLETS), the emergency Child Abuse Central Index, Child Welfare Services/Case Management System (CWS/CMS), Licensing Administrative Action System, and the Department of Motor Vehicles. A criminal record clearance is not issued until Live Scan clearances and local record checks have been completed and, if applicable, criminal record exemption(s) have been approved. The caregiver is not eligible to receive Title IV-E funds until all adults in the home have completed the criminal record check process.

Quality Parenting Initiative: Licensing, Recruitment, and Retention

Tuolumne County has completed the initial phases of the Quality Parent Initiative (QPI). Within the first phase, the QPI team developed the brand in which we will live: "Tuolumne County is a special place to live. We have phenomenal foster parents. Our kids need you. Will you be part of our team? Our Kids. Our Community. Our Team." In order to achieve this goal, and ultimately begin living the brand, the QPI Team implemented essential program improvements.

To begin effectively educating potential resource families, the QPI Team developed an additional nine hour training to add to the traditional PRIDE curriculum. This series is designed to provide potential foster parents with a

fundamental understanding of taking on the role of being a care provider for Tuolumne County. Topics include: an overview of the dependency and delinquency agencies, discussion of the court processes, importance of reunification of children with their birth families, local placement and visitation procedures, discussion of confidentiality requirements, working collaboratively with Child Welfare Services and Probation departments, an overview of the Quality Parenting Initiative process and discussion of the Tuolumne County Partnership Agreement.

Another essential addition to the Tuolumne County Foster Care program was to implement the position of a Foster Care Liaison to work closely with the resource families and placement workers to ensure the team is successful. The Foster Care Liaison primarily works individually with resource families to problem-solve immediate needs, provides secondary support to the process of placing children, and facilitates meetings, focus groups, community collaborations and team support.

By embracing the Quality Parenting Initiative, Tuolumne County has also been able to effectively transform recruitment strategies to adequately reflect the principles of Tuolumne County Foster Care. As we move into the second phase of the QPI implementation process, Tuolumne County has identified three primary categories of resource family recruitment: research, marketing and community outreach. The Research Team is responsible for surveying other counties' recruitment strategies and speaking to resource families in an effort to gain better insights on fresh recruitment ideas. Through the Marketing Team, a core marketing message will be developed to be delivered through promotional materials and videos. The Community Outreach Team will facilitate the delivery of Tuolumne County's marketing message when participating in informational presentations and community events. Comprised of resource families, current and former foster youth, placement agency staff, and licensing staff, this high energy team will be the representatives for the Tuolumne County Foster Care Program at all recruitment events.

STAFF, CAREGIVER AND SERVICE PROVIDER TRAINING

Tuolumne County Child Welfare Services works closely with the UC Davis Northern Training academy that provides the majority of staff training to Social Workers, service providers, and county management staff. Social Workers are required to complete the required Core training within the first twenty-four months of employment. Additionally, new supervisory staff are required to complete a Supervisor Core training within the first year of their employment. The majority of trainings are offered at UC Davis training facilities and thus require a significant amount of travel time in order to attend. As a result, Tuolumne County has worked with UC Davis to provide as many on-site training opportunities as possible. Invitations to such trainings are provided to the Probation Department, Foster Parents, relative caregivers, and our CAPIT/CBCAP/PSSF service providers. CBCAP/CAPIT/PSSF providers have been actively engaged and highly committed to attending the myriad training tracks available in the area of Safety Organized Practice (SOP) including several multi-day trainings both off- and onsite. In addition, Child Welfare Services and contracted service providers have taken advantage of a variety of on-line courses

offered through UC Davis. The CWS Program Manager continues to coordinate training and provides technical assistance as needed.

Each year, Child Welfare Services management team identifies a training plan for the department. The training plan for the most current year included significant training in the area of Safety Organized Practice and Trauma Informed practice.

The Foster and Kinship Care Education (FKCE) Program provides quality education and support opportunities to caregivers of youth in out-of-home care, so that these caregivers may meet foster children's education, emotional, behavioral and developmental needs.

The Grandparents Raising Grandchildren Support Group, facilitated by Area 12 Agency on Aging, provides encouragement, education and socialization opportunities to grandparents and other kinship care providers who have taken on the primary parenting responsibilities of a minor relative.

NATIONAL RESOURCE CENTER TRAINING AND TECHNICAL ASSISTANCE

Tuolumne County has not directly requested support from the National Resource Center for Training and Technical Assistance. Tuolumne County receives tremendous support and assistance from the U.C. Davis, Northern Training Academy to meet its training and technical assistance needs. The county is actively engaged in the Katie A. Learning Collaborative, participates with community partners in a wide array of trainings held locally and in Sacramento/Davis, and is receiving on site coaching to ensure classroom learning transfers to local practice.

AGENCY COLLABORATION

Tuolumne County Child Welfare Services and Probation collaborate in a number of projects, committees and initiatives. The departments work jointly to assess and serve families that require dual Jurisdiction services. If a potential Dual Jurisdiction situation is identified, CWS and Probation staff will meet to discuss the circumstances of the case and collaboratively develop a service plan. The assigned Social Worker and Probation officer then provide co-case management services and work closely to meet the needs of the family, while simultaneously avoiding duplication of services.

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

CWS and Probation participate in numerous community partnerships and collaboratives including: YES Partnership, First 5 Tuolumne County, Linkages, Child Death Review Team, QPI Strategic Planning team, Prevent Child Abuse Tuolumne County, Kids Interview Team, Interagency Resource/Placement Committees, School Attendance Review Board, and Perinatal Multidisciplinary Team.

Child Abuse Prevention Council (CAPC) - Prevent Child Abuse Tuolumne County:

This committee meets monthly with the goals of 1) promoting public awareness on the issue of abuse and neglect of children and of the resources available for intervention and treatment, 2) Encouraging and facilitating the training of professionals in the detection, treatment and prevention of child abuse and neglect, and 3) Providing recommendations on funding priorities for local child abuse prevention, intervention and treatment programs. Representatives from both Departments are active and voting members of this council.

First 5 Commission:

First 5 California's mission aims to convene, partner in, support, and help lead the movement to create and implement a comprehensive, integrated, and coordinated system for California's children prenatal through 5 and their families^{xxxv}. First 5 Tuolumne County serves as the local commission to achieve this mission. In its tenure, the Commission has financially supported the Emergency Children's Shelter, has ensured the use of Ages and Stages Questionnaire-III (ASQ-III) in every service contract, has funded parenting education for at-risk families, and strives to maintain strong collaboration among community partners who serve young children and their families.

Kids Interview Team:

The Kids Interview Team or 'KIT' is a formal Multi-Disciplinary Interview Team (MDIT) serving youth who are victims of sexual crimes. The team is comprised of Tuolumne County District Attorney's office (lead), Sheriff's Department, Child Welfare Services, Probation, Behavioral Health and Sonora Police Department. The team strives to minimize the impact of criminal investigations on children through coordinating as few interviews as possible, wrapping services around the family engaged in the KIT process, and sharing information as allowed.

School Attendance Review Board (SARB):

This multidisciplinary team meets monthly to meet with families who have a child or children experiencing difficulties with school truancy. Families meet with this team of professional to discuss what is causing the challenges and to receive support and guidance on how the situation could be resolved. A social worker and Probation officer attend each SARB meeting to provide input, support and suggestions.

Interagency Resource Committee (IRC):

The Interagency Resource Committee is made of up four core members representing Child Welfare Services, Probation, County Mental Health and the County Schools Office. Alternate members are invited if they have a close working relationship with the family accessing IRC services. Families are referred to IRC if they have a child who is at risk of out of home care. The committee invites family members to come to this meeting to discuss challenges and generate ideas on possible solutions to encourage child stability in their home of origin. The format of this committee is very similar to SARB, however IRC encompasses issues beyond truancy.

Interagency Placement Committee (IPC):

The core member of IRC made up the core members of IPC. Children who are placed in out of home care and require a higher level of placement due to behavioral challenges are staffed at this committee. Children are staffed every six months and the goal of these staffings is to maintain children at the lowest level of care

possible while still having their placement needs met. Social Workers and Probation officers attend these case staffings to present the facts of the case and seek consultation from the group of core members. The IPC committee is currently evaluating how the existing IRC and IPC structure could become inclusive of the Katie A. and CPM intent, and it is anticipated that these committees will transition to become more family inclusive.

YES Partnership:

The YES Partnership is a community collaborative dedicated to prevent substance abuse, child abuse, and suicide in Tuolumne County.

MeWuk Indian Services

Tuolumne County has two Federally Recognized tribes: Tuolumne Band of Me-Wuk Indians and the Chicken Ranch Rancheria Me-Wuk Indian Tribe. Each of these organizations have social services departments that aim to provide culturally specific prevention and treatment services to their eligible members. Specific services include mental health, substance abuse and family counseling as well as anger management, sexual assault and domestic violence services. Tuolumne County Child Welfare Services and Probation has close working relationships with the aforementioned tribes and works collaboratively with these organizations on any referrals and cases that involve tribal members or those eligible for membership and services. Staff from the Tuolumne Band of MeWuk Indians is actively involved in the Quality Parenting Initiative (QPI), Prevent Child Abuse Tuolumne County (PCATC), and coordinates and participate in cross-training with CWS and Probation teams.

Perinatal Multidisciplinary Team:

Perinatal Multidisciplinary Team (PMDT) is a multidisciplinary group of service providers who meet to discuss high-risk pregnancies. The services providers become aware of the issues the mother is facing to determine if services are available prior to delivery to ensure a healthy pregnancy and strive to support the family to improve functioning post-delivery. Identified high risk pregnancies are supported and monitored as they transition to motherhood including, in many cases, enhanced medical assessment of the mother and child upon delivery. Services are offered as needed through participating service providers.

SERVICE ARRAY

Child Welfare Services:

Child Welfare Services works collaboratively with a number of community based organizations to provide a wide variety of services to the population CWS is dedicated to serve. Below is a listing of these major projects and programs that further support basic mandated services.

Differential Response

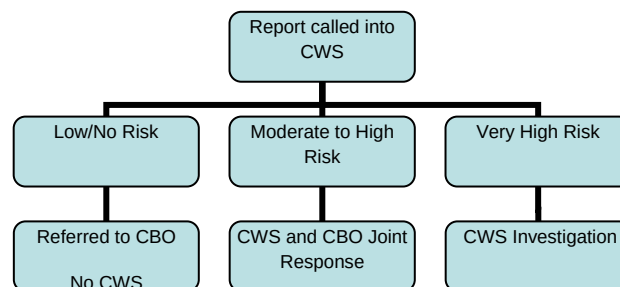
Each year child protection agencies across the state of California receive over 500,000 reports of suspected child abuse and neglect. Often times, these reports do not meet the statutory definitions of abuse or neglect and therefore do not receive any agency attention although family needs are identified. In many cases, providing families with the help and support of community resources can stabilize the situation and

prevent the family's needs from rising to that of a crisis, which would require Child Welfare Services intervention. The connections offered through the community often strengthen and stabilize families and ultimately reduce the occurrence of child abuse and neglect. These connections also allow Child Welfare Services to expend more time and effort on the families with the highest risk level. One effort underway to reach these goals is known as Differential Response.

Differential Response (DR) uses a broader approach to child protection by responding earlier and more meaningfully to reports of child maltreatment. The guiding principles of DR are:

1. Children are safer and families are stronger when communities work together
2. The earlier family issues are identified and addressed, the better children and families do.
3. Families can resolve issues more successfully when they voluntarily engage in services, supports and solutions.²

The DR system works by utilizing three pathways for families. *Path 1* referrals are used when the perceived risk to the children is low. In the traditional child welfare systems model these families would not receive any services. In *Path 1* referrals community based organizations (CBO) work with families to reduce the level of risk to children in the home. *Path 2* referrals are used when the risk to the children in the home is moderate and targeted services by county staff and a community based organization could improve child safety. *Path 3* referrals are used if a child would be at serious risk without formal intervention from a child welfare agency and look most similar to the traditional child protection model. The DR model is as follows:



Tuolumne County currently contracts DR services out to Infant Child Enrichment Services (ICES), a local community based organization that provides a part-time staff member to work as a DR specialist. Once a DR case has been identified, the DR specialist makes contact with the family and begins to work towards agreed upon goals to help stabilize the family unit. The DR specialist meets regularly with the CWS ER supervisor who provides clinical supervision.

Child Welfare Services also contracts with the AmeriCorps program to carry out DR functions. The agency has dedicated a part-time AmeriCorps member who is assigned approximately 50% of the DR cases.

Community Based Step Down

The transition out of Juvenile Court dependency has been noted to be challenging for parents. This transition can bring with it a sense of isolation as service provider support is severed. This dramatic

² Breakthrough Series Collaborative, Implementing Differential Response in California (February 2007)

transition can cause some families to fall back into unhealthy patterns of behavior and ultimately result in child abuse/neglect recidivism and foster care reentry. The Community Based Step Down Program (Step Down) allows for families to remain voluntarily connected to a service provider post case termination. This service provider meets regularly with the family and assists them in achieving family goals. Family Support Workers from Infant Child Enrichment Services (ICES), and AmeriCorps CWS Project provide Step Down services. Tuolumne County is currently expanding the Parent Partner program to include these individuals in the delivery of Step Down services.

Parenting Education

Tuolumne County has one primary community-based organization that provides the majority of parenting services in the county. This organization is known as Infant Child Enrichment Services (ICES) and below is a description of the services they provide.

Specialized Parenting Education and Support

ICES remains the main source of parenting education and support for Tuolumne County. Their classes are free and open to the public. Their 8 weeks courses include, but are not limited to: *Raising Children in a Changing World*, *Parenting Your Spirited Child*, *Parenting Your Baby Through Touch*, *Nurturing Parent* and *Trauma Informed Parenting*. ICES aims to provide education to underserved populations and provide onsite service at the Cal-Safe program for pregnant minors and teenage parents, and at the ATCAA homeless shelter and CNVC Women's Shelter.

Intensive Home Based Visitation Programs

Some families remain in need of in-person support and training following a classroom education setting. Families identified as high needs are referred to the Intensive Home Based Visitation program. This service includes in-depth assessments, weekly home visits and collaborative case management with Tuolumne County CWS and Behavioral Health.

Nurturing Parenting Education and Training

The Nurturing Parenting Curriculum is an evidence-based, family-centered curriculum that strives to decrease negative patterns that pose risk to children and intervene in the cycles of intergenerational child abuse and neglect by focusing on teaching positive parenting behaviors. This curriculum is specifically designed for parents with a history of drug and alcohol addiction. This 8 week course is offered to all parents participating in the Dependency Drug Court Program. Pre and post-test assessments are completed with participants to provide an objective measure of each participant's progress in gaining new parenting skills.

Parent Leadership:

Tuolumne County community-based partners continue to network and place high importance on engaging, empowering, supporting and educating parents in our community. This is accomplished in part by Parent Leadership Training through the Family Advisory Council of Tuolumne County (FACTC). FACTC plans on providing a series of structured workshops specifically designed to prepare parents and caregivers to work collaboratively with County and private non-profit organization's staff towards the goal of improving the lives of families in Tuolumne County. This training will target parents/caregivers who have no previous involvement with CWS as well as those who have been impacted by the CWS system and now want to support other parents who are receiving such services. Parent Leadership is an activity prompted and supported by the local CAPC, Prevent Child Abuse Tuolumne County. Parent Leadership activities

serve as a secondary feeder pool and support network to the Parent Partner Program.

Mental Health Services

Parents who have Medi-Cal coverage and meet medical necessity requirements are able to access services through Tuolumne County Behavioral Health. For those parents who are unable to access these services, Tuolumne County CWS connects these individuals to a listing of contracted mental health providers.

Domestic Violence Services

Tuolumne County has one service provider dedicated to providing services to parents and children who have been exposed to domestic violence. The program is referred to as the Center for a Non-Violent community (CNVC). This non-profit organization offers individual and group therapy, support groups, and community education targeting on youth. The center operates a 24-hour crises line, assists local law enforcement with transportation of victims, and provides temporary restraining order assistance and court accompaniment. The organization also operates a family crisis shelter and offers limited transitional housing.

Tuolumne Band of Me-Wuk Indians and the Chicken Ranch Rancheria Me-Wuk Indian Tribe

(see page 22, *Political Jurisdictions*, for information)

Parent Partner

After much community involvement and input paired with targeted effort from the local Prevent Child Abuse Tuolumne County council, in September of 2012, with the help of a local mini-grant, Tuolumne County Child Welfare Services implemented its inaugural Parent Partner program. The program works by partnering parents who have prior Child Welfare Services experience with parents newly entering the Child Welfare Services system. These parent partners focus their efforts on providing parents with support, guidance and education. During this work, the parent partners often share their stories of past struggle and the efforts they made to regain custody of their children. This shared experience helps parents feel empowered to take control of their lives and make positive changes that will allow them to successfully reunify and avoid further involvement with the system. These partnerships also help address feelings of isolation and helplessness that parents often report feeling as they first enter the system. Such programs have proven themselves successful at removing barriers to timely reunification, and the improved social networks that are formed have been linked to a reduction in foster care re-entries.

Tuolumne County Child Welfare Services chose to focus the work of the Parent Partners on families accessing services through the Dependency Drug Court (DDC) program. The program provides intensive substance abuse services to parents who are receiving Family Reunification services and/or Family Maintenance services. This focus area was chosen as those with alcohol and drug addiction tend to have the most challenges successfully reunifying and maintaining long term custody of their children.

In January of 2013, the department was awarded a second mini-grant to assist with program expansion. This allowed the program to extend services to parents as they transition out of the Juvenile Court system. This transition time can be very challenging to families, and the increased stressors they experience can lead to some behavioral regression and potential relapse. The Parent Partners provide extra support during these trying times and the relationships often endure long past case closure.

The Parent Partner Program began with a single volunteer and has expanded to a total of 4 active Parent Partners. To date, approximately 58% of parents accessing Dependency Drug Court services have opted to work voluntarily with a Parent Partner.

The community response to the Parent Partner program has been very positive. In a recent community forum involving a vast array of community stakeholders, families, and providers, the Parent Partner program was given immense praise from attendees. The community feels the program is so successful they would like to see it expanded even more. Tuolumne County Child Welfare Services is currently working in conjunction with Tuolumne County Behavioral Health to offer a Parent Partner program to families accessing Child Welfare Services and mental health services. The current program is being used as a model for this development. In addition, the DDC Parent Partners have been in discussion with the clinicians and management staff of Tuolumne County Behavioral Health to offer additional peer run groups to DDC participants. This idea has been endorsed by the Tuolumne County Superior Court and is anticipated to begin by the end of the current calendar year. These efforts will advance practice to more fully align with both Katie A. mandates and best practice models.

As evidenced above, the Parent Partner program continues to serve critical community needs in the areas of preventing substance abuse and child abuse. Those working closely with the program are proud of the accomplishments achieved thus far and feel confident the program will continue be recognized by the community as an exceptional program.

Hands and Hooves:

In June of 2011, Tuolumne County Child Welfare Services (CWS) launched a new program for foster youth entitled *Hands and Hooves*. *Hands and Hooves* pairs abused and neglected horses with youth who have entered the foster care system because of the abuse and neglect they have experienced. The program aims to provide a non-traditional therapeutic setting for foster youth to work on critical social-emotional and interpersonal skills. Aside from the personal benefits the children gain, they are also able to experience the benefits of community service and feel the joy associated with helping others.

Each week child participants, CWS staff, and ReHorse volunteers who serve as one-on-one mentors gather at the ranch. Each session contains structured curriculum and hands on learning. Trained equestrian professionals provide the children with basic safety knowledge and horsemanship skills, and special guest speakers present on issues affecting the health, safety and well-being of the animals. The children also participate in ranch “chores” where they get to learn first-hand what type of care a horse requires. The children learn how to halter and groom their horses and how to clean pens and water troughs. The children have been able to bathe their horses in the summer months and blanket the animals when the weather turns cold.

Aside from the abovementioned activities, the Hands and Hooves curriculum involves journaling and various art projects. The children are also given the opportunity to have individual time with their animal during each session. Based on the feedback received, the children often use this time to “talk” to their horse. Some children have shared they can talk to their horse about an issue troubling them, and this causes them to feel better. For children who have experienced abuse and neglect, the relationships they have built with the animals at ReHorse Rescue has allowed them to begin healing from past physical and emotional trauma.

In a rural community identifying volunteers to serve as mentors has proven to be challenging. An unexpected benefit of *Hands and Hooves* has been in the pairing of adult and youth volunteers who serve at the ranch with our youth. This formation of mentor/protégé relationships has resulted in the establishment of long-term relationships supporting youth in care upon transition to adulthood. Further, foster youth have become active peer/survivor leaders by returning to serve at the ranch in multiple subsequent sessions. This leadership development and mentor network has given the program greater impacts beyond its initially identified outcomes. *Hands and Hooves* has unequivocally proven to be an effective and powerful therapeutic program for foster youth. CWS staff and *Hands and Hooves* volunteers have observed children overcoming fears, building both human and animal relationships, learning respect and empathy, and processing their own grief and loss through their work on the horse sanctuary. A total of fifty-one children have participated in the program since its beginning and the majority of these children have requested to participate in the program multiple times.

Part of the program involves journaling at each session. Some of the excerpts from the journals include statements like:

(Statements to the horses)

- *When I am feeling down, you make my life worthwhile and you bring a big smile to my face. You've allowed me to grow and be more patient. You are one of my best friends and one of the best things that has ever happened to me.*
- *Thank you for teaching me not to be afraid. You taught me more than anyone and you are everything I've ever wanted in a friend.*
- *I can't put into words how much I love you and care about you.*
- *I never thought I'd have a best friend... especially a horse.*
- *You are the best thing in my life.*
- *Just being in your presence makes me so much happier.*

(Next statement comes from a child who was discussing what she thought about the program)

- *I really enjoy this program because I feel like kids can relate to these animals because some of the kids come from neglectful and abusive families just like these animals and I feel like we don't only help the horses, but they help us as well.*

We've also collected information from the foster parents and caregivers of the children to see what they observe to be the benefits of the program. They report statements such as:

- *She is not so shy and withdrawn.*
- *She is better able to share her feelings.*
- *He has gained insight into himself. He has felt important and part of something.*
- *It has helped him deal with some of his own internal issues*
- *She is more hopeful, empathetic and proud.*

A variety of pre and post assessments have been conducted on program participants and the results of these evaluations suggest that the program increases the youth's overall sense of confidence and behavioral stabilization.

Independent Living Program:

The primary focus of the Independent Living Program is to enable foster youth to achieve self-sufficiency

prior to leaving the foster care system. To assist in meeting this goal, each participating youth will be provided with independent living skills assessments, training, services, and a written transitional independent living plan. Services provided include: transitional independent living planning, education coaching, career planning, resume building, assistance in obtaining birth certificates, social security cards, etc. Classes are offered twice monthly to eligible youth and focus on the areas of: utilizing resources, solving problems, maintaining healthy relationships, making safe and responsible decisions, finding and keeping a job, choosing a college or vocational program and securing housing upon emancipation. Youth earn cash incentives for their participation in ILP functions.

The ILP coordinator meets regularly with eligible youth to discuss current and future planning and assist the case managing social worker on the creation of a Transitional Independent Living Plan (TILP). The ILP coordinator monitors the compliance to TILP timelines and ensures youth are actively participating in the development of this document. ILP services are fully extended to non-minor dependent foster youth who remain in care under the Extended Foster Care/After 18 program (After 18).

Jamestown Family Resource Center

The Jamestown Family Resource Center is dedicated to increasing the chances of school success for students enrolled at Jamestown School and improving the lives of their families and other community members. JFRC works with families, school staff and community agencies to identify and serve children and families at risk due to economic hardship, abuse, neglect, school failure, substance abuse and other potential barriers to a healthy life.

JFRC has strong partnerships with the California Department of Education, the Tuolumne County Departments of Public Health, Child Welfare and Behavioral Health, as well as community-based agencies such as Infant Child Enrichment Services, Center for Non-Violent Community, The Tuolumne Me-Wuk Indian Health Center and the Amador-Tuolumne Community Action Agency.

The center offers a number of programs and services including: service referrals for homeless families; emergency food and clothing, school supplies; resource referrals and connections, and other health referrals and classes focusing on topics such as nutrition, parenting, health, ESL and basic life skills.

Amador-Tuolumne Community Action Agency (ATCAA)

A-TCAA hosts a wide variety of community services including Head Start/State Preschool and Early Head Start, a Family Learning Center, energy/weatherization, food bank, housing resources and mentoring. A-TCAAs Homeless and Transitional Shelters provide emergency shelter to homeless children and families, along with case management support for job training, housing search, as well as social, health and mental health services. Additionally, rent and utility assistance is provided through the Homeless Prevention program when available, as well as Housing and Budget Counseling. This service does have a waiting list at times yet is a critical need. Other specific resources for CWS families and at-risk families include assistance with electric or propane bills, and employment workshops.

California Department of Social Services, Sacramento Adoptions District Office

Recent changes to funding in local social services included realignment of all adoptions programs to the county level. Tuolumne County, due to a limited economy of scale, opted to continue its good working relationship with the Sacramento Adoptions District Office through the California Department of Social Services to delivery excellent adoptions support. Adoptions social workers are contracted to receive cases

early in the life of the case to ensure concurrent planning and family finding occurs when children are placed in out of home care. Adoptions social workers locate prospective adoptive families, develop relationships with the family and meet all mandates to ensure smooth transition to a permanent plan as a case indicates.

Lilliput Post Adoptions Services

Tuolumne County is served by a satellite office of the Lilliput Post Adoption Services program. Staff provide local adoptive families with discussion groups, counseling, resource libraries, and training. Lilliput provides social events and respite to support adoptive placements and are inclusive of CWS in its outreach. Tuolumne County has partnered with Lilliput and CDSS, Sacramento Adoptions District Office for three consecutive years in co-hosting its annual Adoptions Day held in the Superior Court in Sonora.

Adoptions Day has become a highly anticipated event resulting in numerous finalized adoptions held in an open court setting, adorned by teddy bears, balloons, and photographed hugs from the Presiding Judge. Open court has been followed by a hosted luncheon for local adoptive families to celebrate the creation of loving forever families.

Valley Mountain Regional Center (VMRC)

Tuolumne County is served by VMRC to ensure that individuals with developmental disabilities are provided opportunities and services to enable them to achieve their maximum potential. Children who enter out-of-home care and are under the age of 5 are screened using the Ages and Stages Questionnaire – III (ASQ-III) to identify if potential social, developmental, or learning delays may exist. If a child scores in a particular zone on this pre-screen tool, they are referred to VMRC for more formal screening. If a foster child is eligible for services, they receive enhanced supports and are deemed a ‘dual agency’ child with increased and targeted services.

Probation:

Probation provides evidenced based programs as well as those identified as best or promising practices. Groups are facilitated, or coordinated and monitored, by the Juvenile Family Therapist on staff. Youth involved in the Child Welfare System may be referred to programs and are assessed for appropriateness (i.e., similar needs) for participation in Probation groups.

Teen Drug and Alcohol

An introductory, educational, substance abuse group that includes such topics as addiction cycle, craving, triggers, and cognitive decision making skills regarding substance abuse. Teens can also be referred to Behavioral Health Brief Intervention Program or to complete the interactive journal “Abuse or Addiction?”

Intensive Substance Abuse

For kids who have completed the Teen Drug and Alcohol group and continue to use or are older and not appropriate for the Teen group. Through this class the juveniles will: recognize the harmful effects of alcohol/drug abuse; identify individual strengths and individual difficulties triggering use; recognize personal and family characteristics indicating a potential towards addiction; acknowledge the impact of alcohol/drugs on personal values, view of self, plans for future. Attendance at the Teen AA/NA meeting following the group is required

Teen NA / AA

Narcotics and Alcoholics Anonymous group facilitated by NA and AA members who share their stories and how they recovered and continue to maintain sobriety.

Girls Circle

A gender specific skills-building support group that examines thoughts, beliefs, and actions about friendships, trust, authority figures, mother/daughter relationships, sexuality, dating violence, HIV, drug abuse, stress and goal-setting. Opens up girls to important exploration regarding their choices and behaviors and examines ways to promote self-care and healthy decision-making.

Boys Council

A group for boys that challenge myths about what it means to be a “real man”; reject violence and define power from multiple perspectives; experience belonging and connection with adults and peers; make safe and healthy decisions; find motivation and courage to act on their principles; become allies with girls and women.

Interactive Journaling

The class goes through the activities individually, then as a group using evidence-based strategies to assist the participants in making positive changes to their thoughts, feelings and behaviors. Applying the information presented in the Interactive Journals to their own lives helps participants achieve their goals of responsible living. Some of the journals used are” Victim Awareness; Abuse or Addiction?; Responsible Behavior; Handling Difficult Feelings; Relationships and Communication.

Thinking for a Change

A group that focuses on the connections between offenders thinking and their delinquent and/or offending behavior. Both facilitators and offenders clearly see that the offender is in charge of his or her thinking and that is the key to behavior change. Participants learn to write and use thinking reports as a means to determine the awareness of their risk thinking that lead them into trouble. Offenders apply problem-solving steps to problems in their own lives. Role-play, problem scenario discussions, and homework applications provide information on each offenders ability to problem solve.

Aggression Replacement Training

An intensive class built on the idea that every aggressive act has multiple causes, both external (parents, peers, etc.) and internal (multiple compound deficiencies – pro-social behavior, anger control, primitive level of moral reasoning). ART addresses each of these concerns in it’s three coordinated components: Skill streaming, Anger Control Training and Moral Reasoning Training. Skill streaming – the behavioral component of ART teaches youths what to do instead of aggression. Anger Control Training – the emotion-oriented component teaches kids what not to do. Moral Reasoning Training – the values component seeks to advance the levels of moral development. Together these three elements combine to yield more reliable and longer term positive outcomes than each component on its own.

Bringing Up Parents

This class is an educational support program addressing the specific challenges of parenting teenagers. The group includes a portion of time working on activities with parents and teens together, as well as time for participating in discussions with other parents of teens without the children present. Specific topics, such as communication, boundaries and brain development, are introduced each week and are taught and discussed

in the combined group as well as the individual groups. At the end of class the teens and parents are brought back together for a final activity demonstrating lessons learned in the age specific groups. This group is intended to get parents and teens communicating, working and having fun together.

Mentoring Programs

The Probation Department works closely with TeenWorks, a faith-based mentoring program. Mentors are matched with a youth once the application is completed and a meeting with the youth, parent(s), mentor, Probation Officer, and a TeenWorks staff has occurred in which the program is explained and expectations are outlined. Youth are able to participate in group activities such as college and professional sporting events, concerts, and various outdoor activities. A community based mentoring program is also available for those youth would like to be involved in a mentoring program that is not faith-based.

Workforce Investment Act (WIA) assists eligible youths and adults with job search, resume building, labor market information, use of phones and computers for job search, and vocational testing. Probation staff is a member of the Youth Council.

Significant Gaps in Services Include:

- Foster homes continue to be a significant need for Tuolumne County.
- Lack of foster homes in the county impedes reunification of children with their families.

QUALITY ASSURANCE SYSTEM

Quality assurance is accomplished through supervisory review of referrals and cases at opening, closing, transferring and other milestones. Supervisors review court documents for quality, accuracy, and timeliness. Supervisors review referrals before they are closed, new cases when they are opened and transfer of cases from ER to FM/FR/PP. Supervisors and Social Workers regularly staff cases and referrals during weekly team and individual meetings and as needed throughout the week. Likewise, Probation supervisors review reports and cases for accuracy and timeliness. Supervisors also regularly review information on CWS/CMS, SafeMeasures® and Structured Decision Making to monitor staff and unit compliance.

Child Welfare Services works closely with a Public Health Nurse (PHN) to ensure all foster youths' physical health needs are met and monitored on an ongoing basis. The PHN monitors access and timeliness for children to receive Child Health and Disability Prevention (CHDP) examinations and enters the results of these exams into CWS/CMS. Should follow-up or specialty care be required, the PHN works collaboratively with the case managing social worker and care provider to ensure timely care is received. Public Health nursing staff also assists with developmental screenings for foster youth utilizing the Ages and Stages (ASQ) tool. This screening identifies potential developmental delays in children age 0-5. If a concern is noted through the use of an ASQ screening, a referral is made to the local regional center for further assessment. It is worth noting that Child Welfare Services provided a free community training and tool kit for the use of the ASQ screening tool. This training occurred in February 2011 and approximately

20 kits were distributed. This effort was made in an attempt to screen a wider sampling of children in Tuolumne County.

The planning and implementation of Katie A./Core Practice Model have provided increased assurance and enhanced mechanisms to screen foster youth for mental health services. Tuolumne County Child Welfare services has implemented a policy whereby each child who enters care receives a preliminary mental health screening by the case carrying social worker. This screening tool, which was developed in collaboration with Tuolumne County Behavioral Health (BHD), is forwarded to the BHD office for secondary review. The children's services program manager reviews all these documents and makes a recommendation regarding follow up screening and treatment. In addition, Tuolumne County BHD staff conducts in-person evaluations on all children who are placed at the Emergency Children's Shelter.

Foster Youth who require medication services receive additional oversight and monitoring. Barring emergency mental health situations, children who receive medication services must have an application for administration of such medication reviewed and approved by the Tuolumne County Superior Court Judge prior to medication services being offered. Tuolumne County has opted to participate in a pilot program, administered through the Administrative Office of the Court. This program operates by having a separate panel of medical providers review all medication applications prior to Juvenile Court approval. Should this panel disagree with the medication recommendation provided by the child's prescribing doctor, a separate Court hearing is set to discuss the matter.

Quality assurance measures in place for CAPIT and CBCAP projects include site visits from the local Child Abuse Prevention Council. These site visits aim to identify if program objectives are being met. The evaluator reports back to the council and submits a written report on their observations. Quarterly reports are submitted to the County Liaison from those agencies receiving CAPIT and CBCAP funding, appraising the liaison of monthly statistics and activities. Should corrective action be necessary, the vendor is expected to make necessary program adjustments with follow up by the evaluator within a designated period of time. Due to the small, rural nature of Tuolumne County, the CBCAP and CAPIT vendor meets regularly with the County Liaison to address child abuse prevention, parent leadership development, parenting education, and CWS system improvement issues.

Parent involvement in the oversight of CAPIT and CBCAP programs is critical to ensuring a program's responsiveness to consumers' needs. Those vendors receiving CAPIT and CBCAP funding have encouraged this involvement by having parents review curriculum, contribute to newsletters, attend staff meetings, and act as co-facilitators at parenting classes. Contractors provide quality assurance reports to the Department including statistics on numbers and type of contacts, rating of client improvements, and satisfaction data.

The Department of Social Services (DSS) also ensures effective fiscal accountability for the CAPIT and CBCAP contractor activities by reviewing invoices and communicating regularly with the vendor to discuss service provisions. The contractor provides detailed invoices to DSS within 15 calendar days after the conclusion of each quarter. DSS audits the invoice and within 15 days issues a warrant payable to the service provider for the services rendered in the prior month. Due to significant staffing changes in the Human Services Agency fiscal department, PSSF fiscal oversight experienced a blip in fiscal year 2013-14 in

that too few funds were spent in the Adoption Support program. This issue has been corrected through spreadsheet adjustments and training to new staff on the spread of PSSF dollars across each program unit.

Critical Incident Review Process

Tuolumne County periodically is faced with a critical incident such as a fatality or near fatality. In these rare instances, Child Welfare Services reports the incident to the California Department of Social Services (CDSS). On a quarterly basis, CWS reconciles the data on such cases with CDSS to ensure accuracy. Internally, the case is identified as 'sensitive', the case is included in the local Child Death Review Team (CDRT), and elements of the case are reviewed to determine if the child death/near death could be the result of abuse and/or neglect.

The Tuolumne County Sheriff's Department coordinates Child Death Review Team meetings as needed and recent adjustments to the CDRT process include reviewing near fatalities as a training tool and to identify possible prevention activities. The CWS Program Manager II is an active member of this CDRT team.

Peer Review Summary

FOCUS AREA

The Tuolumne County 2013 Peer Review (formerly known as the PQCR or Peer Quality Case Review) was held in August of 2013 as a collaborative effort of Tuolumne County Child Welfare Services and Probation Department.

During the analysis of outcomes for the CSA and the completion of the peer review, specific outcome measures were selected for Child Welfare and Probation.

- The Child Welfare Focus Area: Reentry following Reunification
- The Probation Focus Area: Least Restrictive Placement & Reunification within 12 Months

Probation

Probation averages between three and six open cases at any given time. Because of the small caseload,

the Officer assigned to the placement caseload is able to devote time to youth in placement and their family to ensure they receive the appropriate services to assist in a successful reunification and/or permanency/transition to adulthood. Probation selected two of the most complicated cases to review during the Peer Review. However, during the closing debrief section of the process, our peers had no recommendations and felt we had utilized all resources available. After looking at our cases and in an attempt to make the Peer Review as meaningful as possible, Tuolumne County stepped away from the usual focus area of probation departments, “Exits to Permanency & Transition to Adulthood” and made the decision to focus on “Least Restrictive Placement” and Reunification within 12 Months. We looked at our youth in placement as of January 1, 2011 through the present time and their outcomes. The data showed that the younger the youth, and the shorter the time in placement, the quicker and more successful the reunification. The data also revealed that our youth that had frequent contact with their family also experienced a timely and successful reunification. These families worked closely with the Juvenile Family Therapist, addressing issues quickly as they arose, in addition to family counseling to strengthen communication skills within the family. All of these activities are consistent with positive outcomes found in the research presented in the Literature Review titled, “*Factors, Characteristics, and Promising Practices Related to Reunification and Re-entry*”, prepared by Ryan Honomichl, Ph.D., Holly Hatton, M.S., and Susan Brooks, M.S.W., with the UC Davis Human Services Northern California Training Academy. It is anticipated that our System Improvement Plan (SIP) will focus on reaching goals consistent with our positive outcome data, ensuring all our families are afforded those efforts (i.e., frequent contact, local placement, family counseling) that resulted in successful and timely reunification.

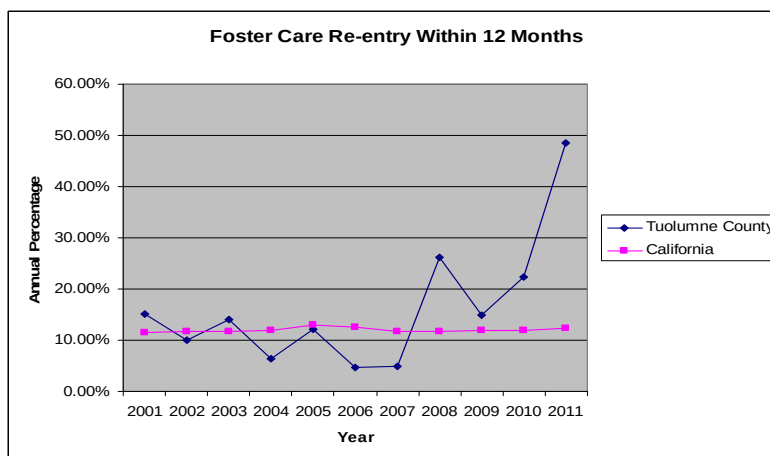
Child Welfare Services

A review of Child Welfare Services data prior to the Peer Review indicated re-entry to foster care was an outcome area where the County continued to perform poorly. This trend was consistently reflected in the quarterly data reports and further analysis using data obtained from the Center for Social Service research. Specifically, the data indicated that the reentry was a major challenge for a certain population of clients; participants in the Dependency Drug Court Program.

The Dependency Drug Court (DDC) Program was implemented in December of 2001 in an attempt to provide intensive substance abuse services to families receiving CWS Juvenile Court intervention. The program is in its 13th year and averages approximately 35 new admissions each year. A review of our current data has called attention to certain shortfalls in meeting well-being and permanency outcome measures.

1. Though 70-80% of DDC participants graduate the program, 30-40% of graduates are referred back to CWS with allegations of child maltreatment.
2. Nearly half of those referred back to CWS do so within 3 months of graduation
3. 25% of the families referred back experience reentry to foster care.

Using this information Tuolumne County evaluated the percentage of reentry cases that involved a DDC service component. According to a recent SafeMeasures® report which evaluated measure C1.4 (Reentry following reunification), 100% of children reentering care are associated with parents who have previously received DDC services.^{xxxvi} The selection of this area was supported by the Children’s Services Outcomes and Accountability Bureau (CSOAB).



METHOD

Tuolumne County hosted a Peer Review on August 21, 2013 and August 22, 2013. Prior to the event, weekly conference calls were held with members of the C-CFSR planning team. Included in these calls was also a representative from the Regional Training Academy who assisted in the facilitation of the Peer Review event. Interview tools, focus group questions and general scheduling issues were all reviewed and ultimately approved by the planning team.

Peer counties were invited based on achieving high performances measures in the selected focus areas. Child Welfare peer counties included: Butte County, Shasta County, Merced County and Yolo County. Probation peer counties included: Amador County and Nevada County. Aside from eight peers from the abovementioned Counties, the interim Social Services Director of the local Tuolumne Band of Me-Wuk Indians participated as a peer review participant. Nine cases were selected for review, including 7 Child Welfare cases and 2 Probation cases. The Child Welfare cases consisted of 6 cases in which children re-entered care and one case in which the children remained home safely with the parents. The Probation cases included one successful reunification within 12 months and one case in which the youth was unable to return home. Peer Reviewers were provided with narrative case summaries, along with a summary from the SafeMeasures® database specific to each case. Reviewers were also offered the hard case file to review if they desired. Four Social Workers, one Probation Officer and one Service Provider comprised the group of interviewees on the selected nine cases.

Additional data was gathered through formal focus groups held with service providers and supervisors experienced in CWS and probation service delivery.

SUMMARY OF FINDINGS

Child Welfare Services Findings

Focus Group Findings

Two separate focus groups were held during the peer review week, first including supervisors from Child Welfare and Probation and, second, service providers who work directly with the parent population associated with the case focus area. Themes that emerged during these focus groups included:

- Belief that the current structure of service delivery to parents focuses on case plan compliance versus behavior change to keep children safely in their homes.
- There is a lack of transitional support for CWS and Probation families as they transition out of Court ordered services.
- Social Workers are experiencing limitations in their ability to provide quality case management systems due to the level of oversight the Court has, specifically in DDC cases.
- There is a desire to be more inclusive of family members and allow family to intervene to protect children, however the community is having resistance to this idea and feels children would have their needs better met through foster care placement.
- Service providers overall work well and have the child as the focal point.
- There is a desire to expand and improve the Parent Partner program.
- Child Welfare Services continues to struggle with maintaining a qualified and committed workforce due to low pay and high work demands.
- There is a need for trauma informed intervention and service training.
- There is a lack of mental health services available for children and families accessing CWS and Probation services.
- There is a need for CWS to improve their visitation program to allow this service to be more meaningful and family friendly.
- Families are afraid to ask for services and support if they have already experienced CWS intervention.
- Family Team meetings are seen as useful, however they are not done often enough and sometimes they are too unstructured.
- DDC parents do not receive individualized treatment and services and this results in relapse.

- There is a desire to see CWS, Behavioral Health and Probation implement a wrap-around service model for high risk families.

On August 1, 2013, following the end of our summer program barbeque, Probation hosted a focus group with youth who had participated in the program and their parent(s). Four questions were asked provoking in-depth discussions with the youth and their parent. The questions were;

1). *If you could design juvenile probation, what would it look like?* Highlights of the responses are:

- Programs should be interactive and more youth driven.
- Both summer classes (not morning) and after school classes are good.
- Transportation is always a problem. Both parent and youth were appreciative of transportation being provided. They believed this was a positive part of the program and would like to see that service provided in the future. Providing transportation lowered stress on both youth (who had to rely on parent(s) to get them there); and parent(s) who have limited finances.
- Youth would like to see more recreation programs and other structured activities and/or functions in the county to keep them busy in a positive way.
- Youth favored programs that are not probation specific. They would like to see programs open to all youth in the community to help in avoiding being “labeled” as bad kids. Including all youth in the community would help those youth who may be struggling, but have not been brought to the attention of the juvenile justice system.
- Both the youth and their parent(s) appreciated the barbeque and being rewarded for completing something positive. More reward/acknowledgement for doing “good”. Both youth and parent(s) appreciated the fact the juvenile court judge had attended the barbeque and was able to hear the good work they had done.

2). *If the decision was made that you (child or if the parent, your child) needed to be removed from the home, how important is it to you that you remain in Tuolumne County?*

- Youth and parent(s) felt very strongly that it was important to remain local. Parent(s) felt the key to improvement in their situation was to have frequent interaction with their child. Out-of-county placement makes this extremely difficult.
- Youth also felt they needed to keep in contact with their family. They felt that if in-person visits could not happen frequently, then regular frequent telephone contact was important and that it shouldn’t cost so much (i.e., if youth is in the hall they often have to call collect).

3). *What do you feel is the best type of placement? (i.e., relative placement, foster care, Foster Family Agency, Group Home)*

- All youth who participated in the focus group would rather go to juvenile hall then into a foster care placement. They believed juvenile hall was a good wakeup call and should be short term.
- When juvenile hall commitment was taken out of the choices, youth and parent(s) stated the best placement option would depend on the length of time. Both commented that staying in any type of placement results in not always positive changes.
- Both youth and parent(s) expressed strong feelings of being removed from their family of origin. They stated it is not easy to be removed from the family and felt it was very hard emotionally.

4). *Who should participate in the reunification process?*

- No parent felt they should have to work on issues and believed their child needed to learn on their own and stated “parents need to stop saving their kid” (from their mistakes).
- All parent(s) initially believed only the child should have to work on issues as they were the ones that got into trouble.
- Both youth and parent agreed that family counseling was good as it takes two to communicate effectively.

Probation routinely seeks input from youth and parents regarding services provided and needs of the family. Input received drives our development of programs and events.

Strengths and Promising Practices

The Peer Review identified a number of strengths and promising practices in operation. These included the social workers’ dedication to placing children with relatives and Non-Related Extended Family Members (NREFM), and the use of the Ages and Stages Questionnaire (ASQ) for all children ages 0-5 entering care. The reviewers cited the emergence of Safety Organized Practice (SOP) as a strength for the department and specifically noted the inclusion of family members and service providers in family meetings as a promising emerging practice. Tuolumne County Social Workers were complimented on their ability to effectively engage parents, to keep siblings placed together and to think creatively in terms of case planning. Focus group data identified the Parent Partner program as being a promising practice to more fully expand.

Barriers and Challenges

The list of barriers and challenges included items such as high turnover resulting in multiple social workers being assigned to families, the use of non-specific or “cookie cutter” case plans which are too focused on compliance rather than observable, sustained behavior change, a lack of natural visitation settings, SDM not being utilized effectively and a general lack of mental health services for dually diagnosed parents. Other challenges included the number of children placed out of county due to a lack of local foster homes, a lack of father engagement, and a lack of relationship between foster parents and biological parents.

There was much discussion on the role of Dependency Drug Court (DDC) in relation to foster care re-entry. Peer reviewers with successful Family Treatment Courts shared their thoughts on Tuolumne County's DDC program. Reviewers indicated the structure of the DDC program limits a social worker's ability to provide case management and develop and deliver tailored case plans. The reviewers indicated that the program does not appear to factor in the features of working with dually diagnosed clients and that there does not appear to be a mechanism to treat clients who have a history of trauma exposure. There was mention that DDC does not allow for participatory case planning and noted that because the primary focus of the program was substance abuse, other important factors were often not considered when deciding whether or not a program participant was safe to parent.

Data gathered from focus groups identified similar barriers relating to the rigidity of the existing Dependency Drug Court model, lack of individualized mental health services including Wraparound services, greater need for transitional support as dependency comes to a close, and greater equity in pay for social workers.

Recommendation

Several recommendations were made at the conclusion of the Peer Review. Participating peers recommended Tuolumne County continue its efforts to include service providers and stakeholders in all available training opportunities, while ensuring the community receives specific training on the issue of dual diagnosis and Safety Organized Practice. There was a recommendation for the DDC treatment team to clarify roles and that CWS administrative staff take immediate measures to address the challenges from findings made during the Peer Review process. Final recommendation centered on the issue of worker retention, pay equity, and wellness.

Probation Findings

Probation Findings

1. Strengths and Promising Practices

- Probation Officer involved with the family and utilization of family members
- Utilization of community based organizations to bring service to youth and families
- Thorough assessments completed
- Committed to well-being of family
- Number of worker changes is limited
- Family finding and family willing to maintain connection
- Probation Officer persistent and diligent in maintaining contact with the family
- Utilization of tribal affiliates to maintain connection with the mother
- Probation used all resources available. Appropriate mental health services sought
- Psychological Evaluation completed to identify needs
- Tribal resources utilized

- Probation Officer able to engage youth and parent in case plan objectives
- On-going family counseling and maintaining relationships when reunification not an option
- Utilized WRAP type process/services (No WRAP program)

2. Barriers and Challenges

- Cultural/Language
- Parental drug use
- Transportation
- Lack of local placement option. Distance for visitation
- Out of state process for placement with a relative lengthy

3. Recommendations for Change

- The Peer Review did not provide any recommendation for change.

State-Administered CWS/CMS System Case Review

This component will not be included in this Self-Assessment as the State-Administered CWS/CMS System case review has not yet been implemented.

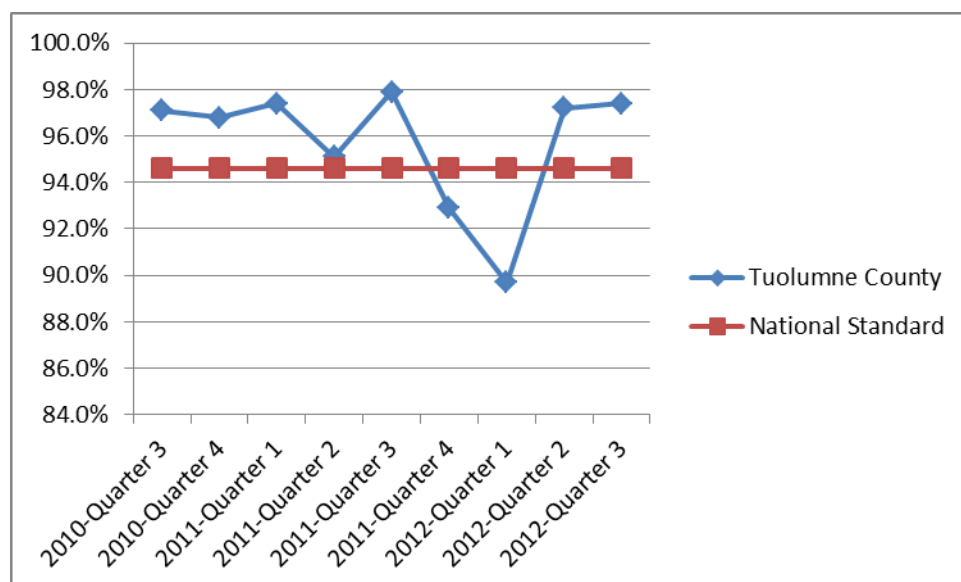
Outcome Data Measures

The section below includes an overview of Tuolumne County's current performance in the 32 outcome measures identified by State and Federal guidelines. Each section will include a definition of the measure, a data set and an analysis of Tuolumne County's performance. Services available to families funded by CAPIT/CBCAP/PSSF dollars that have impacted outcomes will also be highlighted below. Further details can be found in the *California Child and Family Services Review: System Improvement Plan Update for the County of Tuolumne* dated April 2013. All data figures presented in this section were taken from the quarterly data reports spanning approximately the last 3 years. Specifically, 2010 quarters three and four, 2011 quarters one through four and 2012 quarters one through three. Some data sets were supplemented with SafeMeasures® reports and other information collected from the UC Berkeley website.

S1.1 NO RECURRENCE OF MALTREATMENT

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

Data analysis spanning the time period from Tuolumne County's last County Self-Assessment (June 2010) to current, reveals that Tuolumne County has remained fairly consistent in this outcome measure. Quarter 4 of 2011 and Quarter 1 of 2012 were the only data periods in which Tuolumne County fell below the National standard of 94.6%. Tuolumne County was out of compliance by 1.7% and 4.8% respectively in these quarters. The graph below shows this trend line in comparison to the National standard:



ANALYSIS

Tuolumne County performs well in this measure. An analysis of the trend show that as reentry to care increased, the same has not been the case for substantiated referral allegations to repeat. Factors to consider in how this outcome measure contrasts with our high re-entry rates include strong front end support through Differential Response which may be serving to prevent abuse in our repeat families. On a different note, Tuolumne County is finding that while families are referred back for concerns of child maltreatment quickly, these allegations are not always substantiated due to parental refusal to cooperate. Social Workers often manage families with recent CWS experience who are generally unwilling to cooperate with the investigation and often prohibit access to their children. This leads to inconclusive findings.

The department also recognizes that the use of Safety Organized Practice, and Step Down services paired with Parent Partners assisting families as they transition out of the Dependency system may be contributing to this positive outcome. Parent Partner and Step Down services were supported through CAPIT/CBCAP/PSSF funds as a means to prevent child abuse and support family preservation.

S2.1 NO MALTREATMENT IN FOSTER CARE

Of all children served in foster care during the year, what percent were not victims of a substantiated maltreatment allegation by a foster parent or facility staff member?

Tuolumne County continues to excel in this performance measure and has consistently exceeded the National standard of 99.7%. Since the last CSA, Tuolumne County has not experienced a single episode of child maltreatment in a foster care setting.

ANALYSIS

Tuolumne County continues to pride itself on maintaining a listing of exceptional foster parents. Through the work on the Quality Parenting Initiative (QPI), County staff has furthered this commitment by enhancing the training requirements for foster parents and by refusing to place children in homes that are not considered high quality. The department has also implemented a policy whereby any concerns with foster parents are immediately addressed by a team comprised of social workers, supervisors, program managers and licensing staff. Should concerns not be alleviated, the foster parents are notified that they will not be considered for foster care placements. In the next five year system improvement cycle, Tuolumne County aims to use QPI momentum to increase the number of excellent foster care homes available within the youth's local community.

C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT)

Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percent were reunified in less than 12 months from the date of the latest removal from home?

This performance area has fluctuated for Tuolumne County over the past three years. Tuolumne County met the National standard during the 2010 calendar year, however failed to meet this threshold during calendar year 2011. Available data from 2012 indicates Tuolumne County is again meeting the National standard of 75.2%. The table below represents this performance area from Quarter 3-2010 to Quarter 3-2012:

Time Period	Numerator/ Denominator	Tuolumne County's Performance	National Standard	Met Standard	Out of Compliance by
2010- Quarter 3	46/36	78.3%	75.2%	Yes	NA
2010- Quarter 4	53/41	77.4%	75.2%	Yes	NA
2011- Quarter 1	42/26	61.9%	75.2%	No	13.3%
2011- Quarter 2	44/26	59.1%	75.2%	No	16.1%
2011- Quarter 3	34/21	61.8%	75.2%	No	13.4%
2011- Quarter 4	32/20	62.5%	75.2%	No	12.7%

2012- Quarter 1	32/25	78.1%	75.2%	Yes	NA
2012- Quarter 2	37/28	75.7%	75.2%	Yes	NA
2012- Quarter 3	44/33	75.0%	75.2%	Yes	NA

ANALYSIS

This performance measure continues to be a challenge given the high volume of cases involving parental substance abuse. Given the complexities that accompany parental substance abuse, long term intervention is often viewed as a critical need.^{xxxvii} Unfortunately, the timelines associated with Juvenile Court do not often allow for this form of intervention to be provided by the agency. Tuolumne County has been examining this outcome measure in conjunction with the outcome measures associated with re-entry and believe current practice standards are in favor of delaying reunification if such a delay will lead families to be successful long term. Analysis of cases with substance use disorders as a significant contributor to child abuse/neglect demonstrates two potentially troubling trends: (1) limited and delayed access to in-patient treatment and (2) effectively treating dually diagnosed clients. In the next improvement cycle, Tuolumne County and partners through California State University, Stanislaus have been granted funds through CalSWEC to research and implement improvements in serving families struggling with substance use disorders with greater success. This is an unmet need at the current time.

C1.2 MEDIAN TIME OF REUNIFICATION (EXIT COHORT)

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

Tuolumne County has struggled to achieve compliance in this performance area. Tuolumne County has averaged 11.2 months as a median time of reunification during the last nine quarterly data reporting periods. Further breakdown of these compliance ranges are shown below:

Time Period	Performance	Out of Compliance
2010-Quarter 3	7.5 months	2.1 months
2010-Quarter 4	7.4 months	2 months
2011-Quarter 1	10.7 months	5.3 months
2011-Quarter 2	11.3 months	5.9 months
2011-Quarter 3	11.3 months	5.9 months
2011-Quarter 4	19.4 months	14 months

2012-Quarter 1	11.2 months	5.8 months
2012-Quarter 2	11.1 months	5.7 months
2012-Quarter 3	10.9 months	5.5 months

ANALYSIS

As noted in the analysis section of outcome C1.2 (Reunification within 12 Months (exit cohort)) these extended timeframes are likely a result of the high frequency of cases involving substance abuse. Data from 2010 indicates the county was within close proximity to the national standard, however in 2011 these numbers rose significantly and remained fairly consistent in 2012. Quarter 4 of 2011 indicates a significant rise compared to the other data set. Further analysis was completed through the use of SafeMeasures® reports and found that during this time frame, one case was recorded as having the child in placement for 53.3 months. This case involved a child who was originally removed in 2006. The mother waived reunification services and the child entered a legal guardianship while maintaining dependency. This guardianship failed and reunification services were again extended to the mother. This case required an Interstate Compact for the Placement of Children (ICPC) be completed as the minor's mother resided out of State. The ICPC took approximately 6 months to be completed by the receiving state. All these circumstances caused the child's case to remain active in CWS/CMS for a significant period of time.

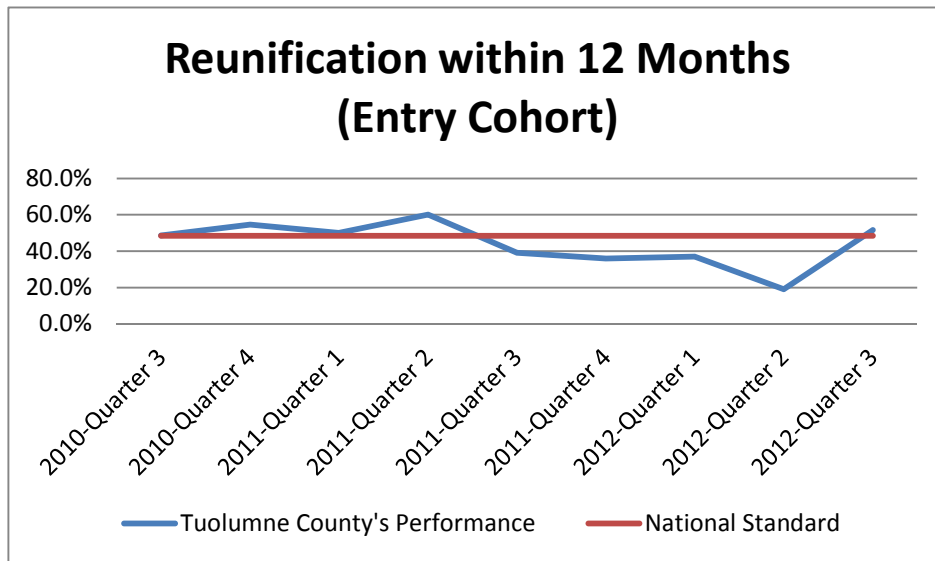
Research demonstrates that the time frames needed for families struggling with addiction do not match regulatory timeframes for reunification. Our re-entry rates are high which leads to a sense of urgency to take the full 12 months allowed to ensure families are fully prepared to manage reunification while maintaining sobriety. When we factor family history of risk, cycle of substance recovery, and dually diagnosed parents, risk factors may simply not be ameliorated sufficiently at the six month mark.

Additional impacts to reunification timeframes exist due to high staff turnover where social workers are tasked with making swift decisions with limited case knowledge (case transfer to new social worker when one resigns or promotes). This fact paired with (1) a systemic issue of rigidity in visitation planning for Dependency Drug Court families, and (2) delays in service provider feedback, continues to trump shorter term family reunification. Peer input from the 2013 Peer Review, stakeholder feedback, and data analysis informs Tuolumne County of a clear need for revision to the existing DDC system, increased incentive for social worker retention, and flexibility with family voice in substance abuse services. These gaps will be addressed in the coming five-year system improvement plan and may include funding recommendations through CAPIT/CBCAP/PSSF sources.

C1.3 REUNIFICATION WITHIN 12 MONTHS (ENTRY COHORT)

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

The most current data report (Quarter 3 of 2012) indicates that Tuolumne County is meeting the National Standard of 48.4% of children successfully reunifying with their family in a twelve month period. Over the nine data review periods used for this current CSA, Tuolumne County met the standard four out of nine times. This trend is reflected below:



ANALYSIS

This data reflects Tuolumne County is currently trending in a positive direction for timely reunification. One factor to consider is the agency underwent significant staffing adjustments during 2011 including an increase in supervisory changes and staff assignment shifts. There was a period of significant delay from the ER team to case management (FR/FM) team coinciding with staff absorbing cases with little time to make significant case decisions (i.e. returning a child home). That said, the county is in the process of implementing Safety Organized Practice and has started to conduct more regular family team meetings. These meetings are intended to bring families and service providers together to discuss the long term safety of the children involved in the case and to identify strong support systems the family can rely on during challenging times. The early identification of this safety network is allowing families to experience more overall success and allowing children to be transitioned home sooner. Improvements may be found in the county recommitting to a formalized Family Group Decision Meeting program paired with implementation of a core practice model for family-focused, evidence-based, and outcomes-driven services. This effort will be funded in the next five-year cycle in part by CAPIT/CBCAP/PSSF funds as allowable.

Probation Analysis

Due to our small number of placements, Probation is confident that the youth and families we serve are given every possible opportunity to reunify successfully if appropriate, but more importantly are given opportunity to strengthen their family relationships. All youth in placement obtain at least one, and more often, multiple permanency connection to an adult. In addition, all youth are provided multiple opportunities to learn skills that they will need to become self-sufficient when they leave the foster care system.

Again, due to our small number of youth, any data obtained from CWS/CMS and SafeMeasures© tends to be skewed and not necessarily a true reflection on how we are doing. Instead, we are able to look at each case individually and assess outcomes and any possible trends that might be occurring. What we do know, based on our data, is that locality of foster care placement, frequent contact with family, and age at entry into foster care significantly impacts the successful reunification of our youth with their family of origin.

It will be the goal of Probation to focus on improving those areas of impact mentioned above when developing our upcoming System Improvement Plan (SIP) strategies.

C1.4 REENTRY FOLLOWING REUNIFICATION

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

As noted previously in this report, reentry following reunification is an area of critical concern for Tuolumne County. The data presented thus far indicates Tuolumne County has consistently been out of compliance in this area in comparison to other counties. The chart below reflects this compliance data.

Time Period	Numerator/ Denominator	Tuolumne County's Performance	National Standard	Out of Compliance by
2010- Quarter 3	5/30	13.2%	9.9%	3.3%
2010- Quarter 4	6/40	15%	9.9%	5.1%
2011- Quarter 1	7/56	12.5%	9.9%	2.6%
2011- Quarter 2	7/49	14.3%	9.9%	4.4%
2011- Quarter 3	7/47	14.9%	9.9%	5%
2011- Quarter 4	13/58	22.4%	9.9%	12.5%
2012- Quarter 1	15/47	31.9%	9.9%	22%
2012- Quarter 2	18/50	36%	9.9%	26.1%
2012- Quarter 3	17/40	42.9%	9.9%	32.6%

ANALYSIS

Using SafeMeasures®, the department has analyzed the typology of the cases most that most frequently re-enter the CWS system. An examination of three different data sets reveals that reentry is strongly related to cases involving substance abuse, thereby participating in the Dependency Drug Court (DDC) system. Of those cases that reentered between the time period of July 2009 and June 2010, 71% of children experiencing foster care reentry had a parent or parents who had previously participated in DDC. For the

time period of July 2010 to June 2011, this figure rose to 76% and for the time period of July 2011 to June 2012, this figure sat at 100%. As mentioned throughout this report, efforts to improve in this area as we enter the next five-year cycle of system improvements will be supported through a targeted effort to redesign Dependency Drug Court (DDC) approaches. This effort will include grant funded research/practice partnership with our local university, behavioral health, parent partners, and community based organizations to better understand the needs of our consumers. CAPIT/CBCAP/PSSF funds may be necessary to further this improvement in outcomes and will be outlined in detail in the coming System Improvement Plan report.

C2.1 ADOPTION WITHIN 24 MONTHS (EXIT COHORT)

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

Tuolumne County has consistently exceeded in this performance area and continues to do so. During the current data review span which encompasses 3 years of data, 130 children have achieved a permanent plan of adoption within 24 months. This averages to an overall percentage of 72.7% which far surpasses the National standard of 36.6%.

ANALYSIS

Tuolumne County achieves these high statistics by placing high importance on the topic of early concurrent planning and by having a good working relationship with the California Department of Social Services, Sacramento Adoptions District Office which contracts with the department to provide adoption services. Social Workers are required to complete a concurrent planning referral to State Adoptions immediately following case disposition and State Adoptions workers maintain monthly in-person contact with the case carrying social workers.

This outcome measure may also be impacted by the higher re-entry rates experienced in Tuolumne County. When a high risk family receives extended services such as is offered through Dependency Drug Court services, if they re-enter foster care, there is greater likelihood for bypass of services and early recognition of significant risk allowing higher permanency numbers over time. An additional impact on high adoption rates is that when a family re-enters care, they often already have a relative identified and cleared due to the earlier foster care entry(ies). This accelerates the adoptive process for the youth.

Outcome measures C2.1, 2, and 3 are positively impacted by the Hands and Hooves program, funded by Promoting Safe and Stable Families – Adoption Support (PSSF – AS) funds. This program has been found to increase youth's sense of optimism, well-being and stability based on experiential surveys.

C2.2 MEDIAN TIME TO ADOPTION (EXIT COHORT)

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

Tuolumne County has continued to meet the National Standard related to the median time to adoption. This standard is currently set at 27.3 months. Tuolumne County has met this goal for the past three years and has averaged 18.8 months to achieve adoption finalization for our youth.

ANALYSIS

Assisting the County in meeting this measure is the high percentage of local foster family homes that express an interest in adoptive placement. Many of the foster families who request licensure do so with the intent to adopt. While this assists in many of the adoption outcome measures, this trend does have negative impacts on the department's ability to keep children placed locally. Those foster parents who are mainly interested in adoption tend to only take placements of infants. This results in a significantly high number of school-aged children requiring out of county placement. The department remains hopeful that through the QPI initiative, more local homes will be recruited to take school age children. Point in time data reveals that of the 21 placement ready foster homes, 12 of these homes identify adoption as a placement preference. Of local homes expressing desire to adopt, nearly 100% currently have prospective adoptive children placed in their care.

C2.3 ADOPTION WITHIN 12 MONTHS (17 MONTHS IN CARE)

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

The adoption outcomes for youth in care for 17 months are equally positive in Tuolumne County. During the current review period, Tuolumne County has consistently met the National Standard of achieving adoption permanency for this subset of children. The current standard is 22.7% and Tuolumne County has averaged 44.7% during this review period. This translates to a total of 64 children exiting to finalized adoptions timely.

ANALYSIS

Overall, Tuolumne County Adoption figures continue to be high. Point in time data reveals that of the children currently receiving Permanent Placement case management services, 21 are placed in a prospective adoptive home. This equates to 62%.

C2.4 LEGALLY FREE WITHIN 6 MONTHS (17 MONTHS IN CARE)

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

The table that follows outlines this outcome measure over the last nine reporting periods:

Time Period	Numerator/ Denominator	Tuolumne County's Performance	National Standard	Met Standard	Out of Compliance by
2010- Quarter 3	5/16	31.3%	10.9%	Yes	NA
2010- Quarter 4	9/20	45.0%	10.9%	Yes	NA
2011- Quarter 1	0/7	0.0%	10.9%	No	10.9%

2011- Quarter 2	0/7	0.0%	10.9%	No	10.9%
2011- Quarter 3	2/9	22.2%	10.9%	Yes	NA
2011- Quarter 4	2/9	22.2%	10.9%	Yes	NA
2012- Quarter 1	0/9	0.0%	10.9%	No	10.9%
2012- Quarter 2	1/11	9.1%	10.9%	No	1.8%
2012- Quarter 3	1/10	10.0%	10.9%	No	0.9%

ANALYSIS

This outcome measure reflects the challenge that many counties face on achieving permanency for older foster youth. Typically, children who have been in out of home placement for 17 months or longer and not legally free are those children who are adolescent age or above. Research suggests that older youth have increased difficulty achieving permanency. Factors such as prenatal exposure, frequent episodes of maltreatment and numerous foster care placements lead many of these youth to experience mental illness, learning barriers and significant behavioral challenges.^{xxxviii} Increased attention to family finding both at the onset and throughout the life of the case should positively impact this trend. With Katie A mandates and practice improvements to identify a lifelong permanent connection with an adult, it is expected improvements will be realized.

C2.5 ADOPTION WITHIN 12 MONTHS (LEGALLY FREE)

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

Tuolumne County has consistently exceeded in this performance area and continues to do so. During the current data review span which encompasses 3 years of data, 132 children have achieved a permanent plan of adoption within 24 months. This averages to an overall percentage of 93.8% which far surpasses the National standard of 53.7%.

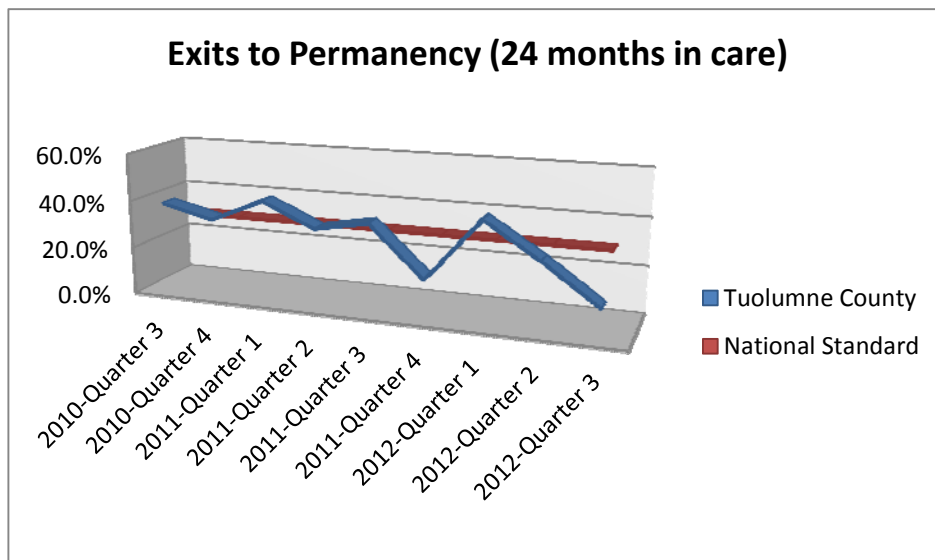
ANALYSIS

This statistic is undoubtedly influenced by the department's commitment to maintaining parental rights until a stable and permanent home has been identified for the youth. The department ensures the child has been able to demonstrate success and behavioral stability in such homes before termination of parental rights is explored. In-depth assessments are also conducted on all prospective adoptive families collaboratively between the case carrying social worker and the assigned adoptions worker.

C3.1 EXIT TO PERMANENCY (24 MONTHS IN CARE)

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

Tuolumne County has fluctuated in this area over this three year reporting period by meeting standards during some quarters and not meeting standards during others. The graph below depicts this unstable and downward sloping data trend.



ANALYSIS

This data reflects the challenge of older foster youth achieving permanency. Given the implementation of the Extended Foster Care / AB 12 legislation, the department speculates that recent trends in this area may be a result of extended foster care providing services and placement support up to age 21. Further analysis would be needed to confirm this presumption. Concerns for this population relate to a general lack of individualized, consistent access to mental health services, lack of family finding efforts and limited family engagement.

C3.2 EXITS TO PERMANENCY (LEGALLY FREE AT EXIT)

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

Tuolumne County has achieved total compliance during the past three years in this outcome measure by ensuring 177 out of 177 youth were legally free at time of exit.

ANALYSIS

No additional analysis was completed in this area.

C3.3 IN CARE 3 YEARS OR LONGER (EMANCIPATION/AGE 18)

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

Tuolumne County met this performance measure for the first six data extracts included in this analysis, and has continued to perform well by maintaining well below the National standard of 37.5% for the last three quarters. Compliance measures during the last three quarters have measured 25% (Quarter 1, 2012), 20% (Quarter 2, 2012) and 12.5% (Quarter 3, 2012).

ANALYSIS

Tuolumne County works very closely with its Adoptions partners at the California Department of Social Services, Sacramento Adoptions district office to ensure concurrent planning and long term permanency for youth is established whenever possible.

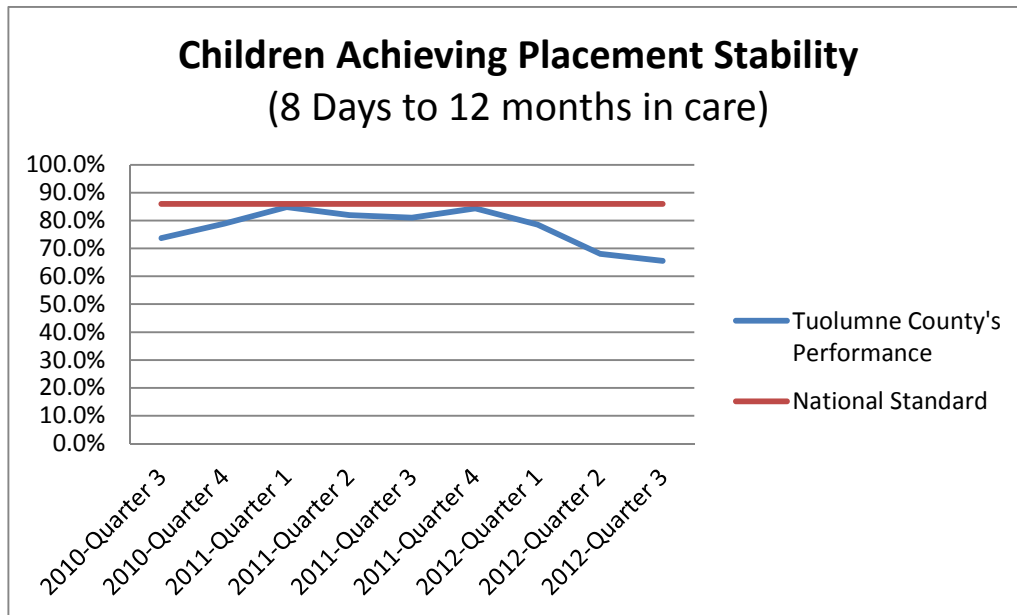
C4.1 PLACEMENT STABILITY (8 DAYS TO 12 MONTHS IN CARE)

Of all children served in foster care during the year who were in foster care for
*-at least 8 days but less than 12 months (**Measure C4.1**), National Standard is 86%*
*-at least 12 months but less than 24 months (**Measure C4.2**), National Standard is 65.4%*
*-at least 24 months (**Measure C4.3**), National Standard is 41.8%*

Placement stability is defined as having less than three placements while in care. The National Standard for this performance area drops as time in care increases; 86% for the shorter placement series (8 days to 12 months in care), 65.4% (up to 24 months in care) and 41.8% for those in care at least 24 months.

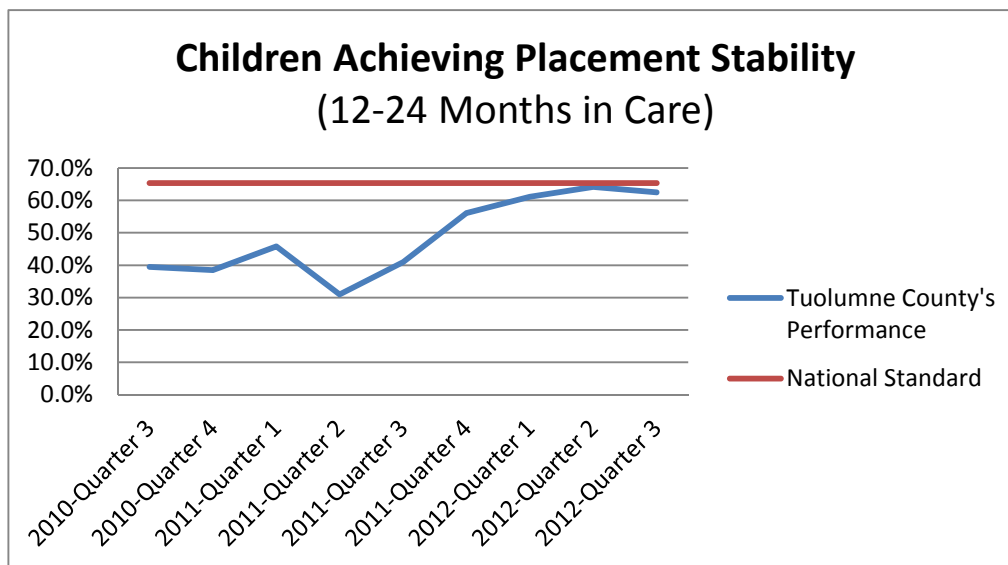
Placement stability continues to be an area of concern to Tuolumne County and many other counties across the State of California. Tuolumne County has struggled to meet the standard for any of the C4 measures. The graphs that

follow depict the County's performance for the various time periods used to evaluate this overall measure.



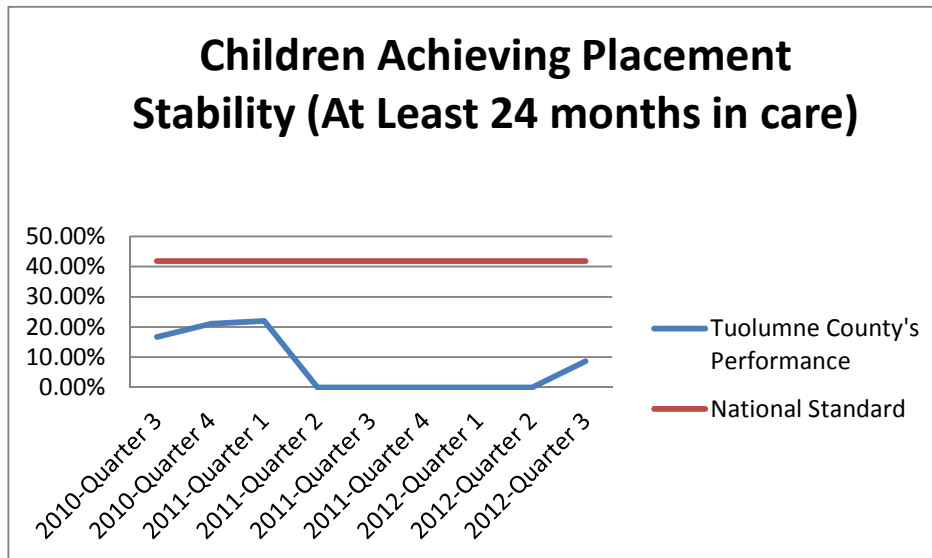
National Standard=86%

C4.2 PLACEMENT STABILITY (12 MONTHS TO 24 MONTHS IN CARE)

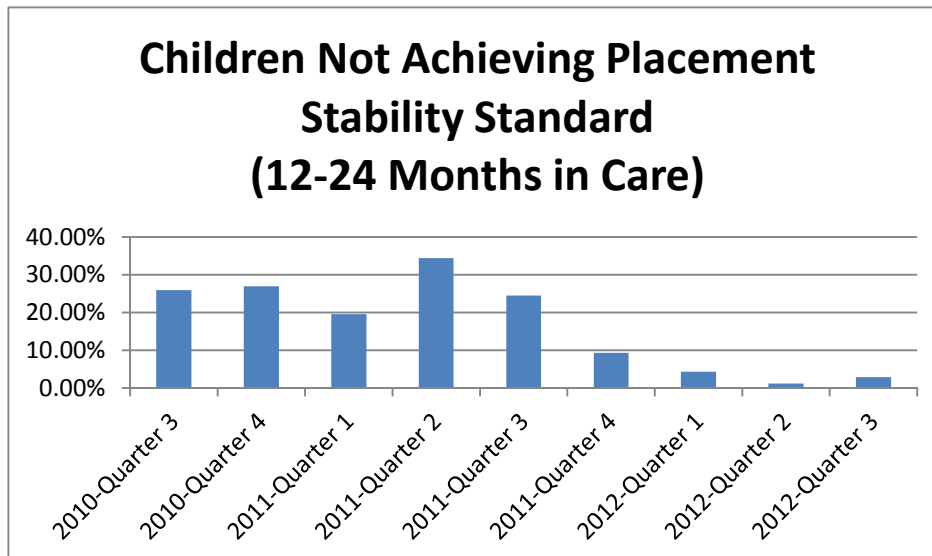


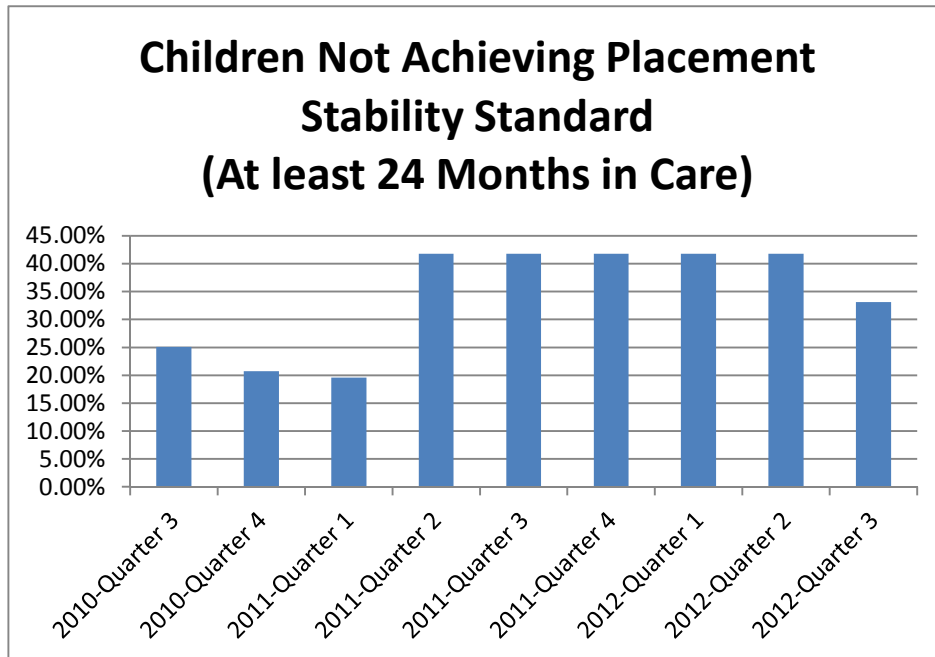
National Standard=65.4%

C4.3 PLACEMENT STABILITY (AT LEAST 24 MONTHS IN CARE)



National Standard=41.8%





ANALYSIS (C4.1, C4.2, C4.3)

Numerous factors impact these outcome measures in Tuolumne County. One such factor is the practice of utilizing the Emergency Children's Shelter for initial placement of foster youth (not to exceed 30 days). While this practice is intended to provide additional time for family finding efforts, maintain siblings together, and time for effective placement matching, it does increase the overall number of placements a foster youth in Tuolumne County experiences. Another factor influencing placement stability stems from challenges in approving relative caregivers and Non-Related Extended Family Member (NREFM) placement. This function is currently managed outside of the Child Welfare Services program system and, paired with frequent fingerprint analysis delays and criminal record exemption hurdles, this creates an inherent interruption to assessment completion. In addition, the staff member currently performing relative and NREFM home evaluations is assigned a multitude of other functions, and therefore not able to dedicate adequate time and resources into completing assessments timely. This creates a system by which a child typically spends the first 30 days at the Emergency Children's Shelter and is then moved to a foster home while the relative evaluation is pending.

An additional factor that impacts placement stability is Tuolumne County's reliance on out of county foster homes. Because of the shortage of local homes, Tuolumne County is required to utilize foster family agency homes for placement. This situation does not allow for effective placement matching as the case carrying social worker is not familiar with the FFA homes and associated families. This lack of matching paired with an FFA's ability to transfer youth across homes within its agency increases the likelihood of placement moves for Tuolumne County foster youth.

A recent snapshot of Tuolumne County foster youth reveals that of all the children currently in out of home care (N=88), 20 have experienced over three placements (23%). Of this subgroup, 13 (56.5%) have experienced placement disruption as a result of emotional and/or behavioral challenges. These children will be considered subclass members of the Katie A. lawsuit and therefore it is hoped that additional mental health treatment including in-home behavioral services (IHBS) and intensive care coordination (ICC) will allow these children to achieve increased placement stability. Active efforts are underway in Tuolumne County through the Northern County Learning Collaborative and with support through the Chadwick Center to develop evidence-based, family engaged,

collaborative services for youth and families with the goal of providing optimal behavioral health support for youth, ultimately reducing placement change. CAPIT/CBCAP/PSSF funds will likely be tapped to reinforce this activity.

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

These reports count both the number of child abuse and neglect referrals that require, and then receive, an in-person investigation within the time frame specified by the referral response type. Referrals are classified as either immediate response (within 24 hrs) or 10-day response. Please note that this is a CDSS measure.

Tuolumne County has met the national standard in the area of timely response for both immediate response referrals and 10 day referrals.

Immediate Response Type-Child Abuse and Neglect Referrals by Time to Investigation

Count	January 2010 March 2010	January 2011 March 2011	January 2012 March 2011	January 2013 March 2013
Timely Response	11	25	20	19
Non-Timely Response	0	0	0	1
Compliance Percentage	100%	100%	100%	94.7%

National Standard=90%

10 Day Response Type-Child Abuse and Neglect Referrals by Time to Investigation

Count	January 2010 March 2010	January 2011 March 2011	January 2012 March 2011	January 2013 March 2013
Timely Response	79	89	69	63
Non-Timely Response	6	3	3	3
Compliance Percentage	92.9%	96.7%	95.8%	96.9%

National Standard=90%

ANALYSIS

Although the county has met these compliance measures during this reporting period, the department would like to see these figures at 100% consistently. As a result of this goal, the Emergency Response Supervisor and Program Management staff have been examining all referrals in which the social worker fails to make timely contact. This inquiry has found that this practice is not a universal one and that a very small percentage of social workers struggle in this area. The inquiry has also discovered that poor data entry is also cause for some of the referrals showing as non-compliant. Use of Differential Response (DR), partially funded using CAPIT/CBCAP/PSSF funds, has provided opportunity for staff to remain in compliance on

their in-person investigation rates. Management is assessing use of DR to ensure proper case assignments are made during high volume months.

2C TIMELY CASEWORKER VISITS WITH CHILDREN

These reports measure the compliance rate for case worker visits with children. The rate is equal to the percentage of children requiring a caseworker contact who received the contact in a timely manner. The monthly reporting period is based on a client (not case) level.

Overall, Tuolumne County does well in this performance area. Spanning the last three years there have been only three quarters in which the staff have failed to meet the 90% national standard in this area. The compliance figures for the last three years are shown below.

<u>Quarter 3-2010</u>	<u>Quarter 4-2010</u>	<u>Quarter 1-2011</u>	<u>Quarter 2-2011</u>
July 2010: 91.6%	October 2010: 88%	January 2011: 95.1%	April 2011: 96.8%
August 2010: 88.2%	November 2010: 90%	February 2011: 92.8%	May 2011: 94.4%
September 2010: 85.4%	December 2010: 90.3%	March 2011: 96.7%	June 2011: 98.4%
<u>Quarter 3-2011</u>	<u>Quarter 4-2011</u>	<u>Quarter 1-2012</u>	<u>Quarter 2-2012</u>
July 2011: 95.3%	October 2011: 94.9%	January 2012: 94.4%	April 2012: 96.5%
August 2011: 95.6%	November 2011: 93.8%	February 2012: 95.3%	May 2012: 93.6%
September 2011: 93.9%	December 2011: 92.9%	March 2012: 94.6%	June 2012: 96.4%
<u>Quarter 3-2012</u>	<u>Quarter 4-2012</u>	<u>Quarter 1-2013</u>	<u>Quarter 2-2012</u>
July 2012: 95.7%	October 2012: 95.2%	January 2013: 92.7%	April 2013: 100%
August 2012: 98.5%	November 2012: 93%	February 2013: 93.9%	May 2013: 100%
September 2012: 97.7%	December 2012: 93%	March 2013: 99.1%	June 2013: 96.9%

ANALYSIS

Management staff have discovered two causes that led to the limited non-compliance in this category; first, supervisor priority during the months of August through October 2010 and second, data entry error. As a rule, Social Workers are diligent in seeing every child face to face each month. However, our analysis identified that at the point in time where compliance is lower, a lack of training in case contact standards, especially for referrals open the full 30 days, existed. Specifically, social workers were not always aware of the requirement to see youth three times in 30 days. On occasion, caseworkers do not accurately categorize the social worker contact in CWS/CMS which impacts data being captured as a 'case plan contact'. Management staff have initiated the practice of reviewing SafeMeasures® reports with staff during clinical supervision and this practice appears to have increased overall compliance. An additional data error occurs when cases are not closed timely in CWS/CMS. When this occurs, Social Workers will appear non-compliant in case worker visits, when in fact the case is closed and no longer requires social worker contacts.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

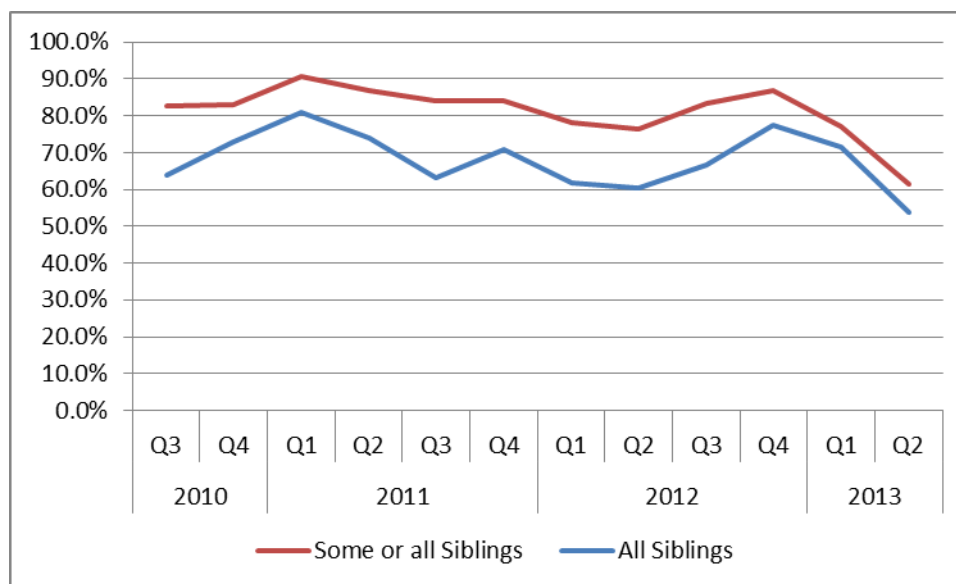
These reports provide point in time counts of sibling groups placed in Child Welfare supervised foster care.

The figures and corresponding graph below represent the percent of children placed with all or some of their siblings.

Time Period		All Siblings	Some or all Siblings
2010	Q1	63.8%	82.8%
	Q2	72.9%	83.1%
2011	Q1	81.0%	90.5%
	Q2	73.8%	86.9%
	Q3	63.2%	84.2%
	Q4	70.7%	84.0%
2012	Q1	61.6%	78.1%
	Q2	60.3%	76.5%
	Q3	66.7%	83.3%
	Q4	77.4%	86.8%
2013	Q1	71.4%	77.1%
	Q2	53.8%	61.5%

“We know that having a positive relationship with siblings is related to a whole host of better outcomes for teenagers and adults.”

Laurie Kramer, University of Illinois



ANALYSIS

Tuolumne County makes every effort to maintain sibling sets together, however there are some factors that impede this goal. A review of those children not placed with any of their siblings reveals several themes. One of these themes centers on siblings entering care at different time periods. This may occur when a mother is pregnant when her children are removed. When the mother gives birth, the foster home where the other children are placed may not be able to take placement of a newborn (due to licensing restrictions or lack of capacity). Situations also occur where a child may have been adopted during a previous dependency case and a new sibling is born. The adoptive family may not be able or willing to take placement of another child.

Another theme that emerged in evaluating this data is centered on behavioral challenges of the youth. These behaviors may include school truancy, drug and alcohol use, mental health issues and a pattern of running away. The majority of children who are not placed with their siblings have demonstrated these types of behaviors.

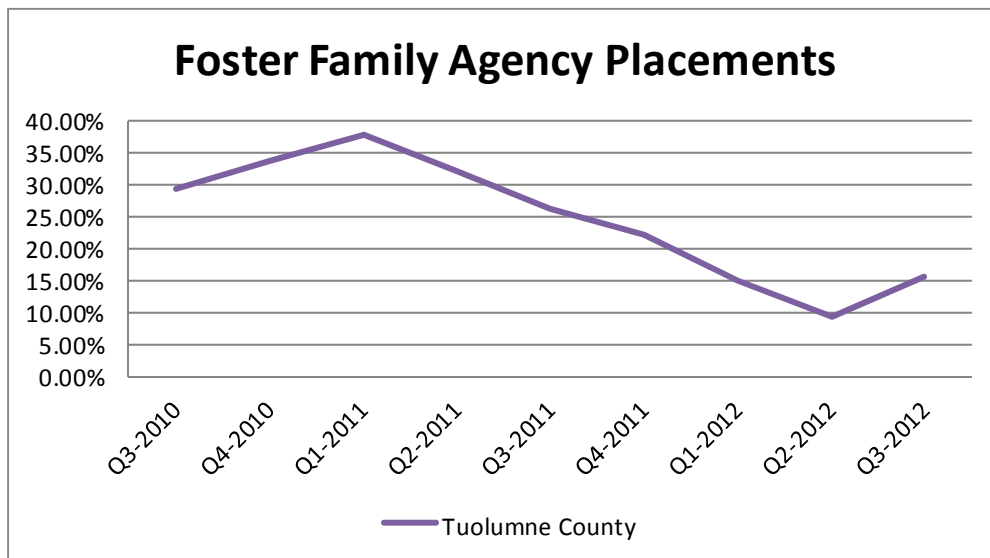
A small portion of children not placed with siblings come from families involving multiple fathers. This circumstance results in children having the potential of being placed in different relative homes or experiencing different rates of reunification.

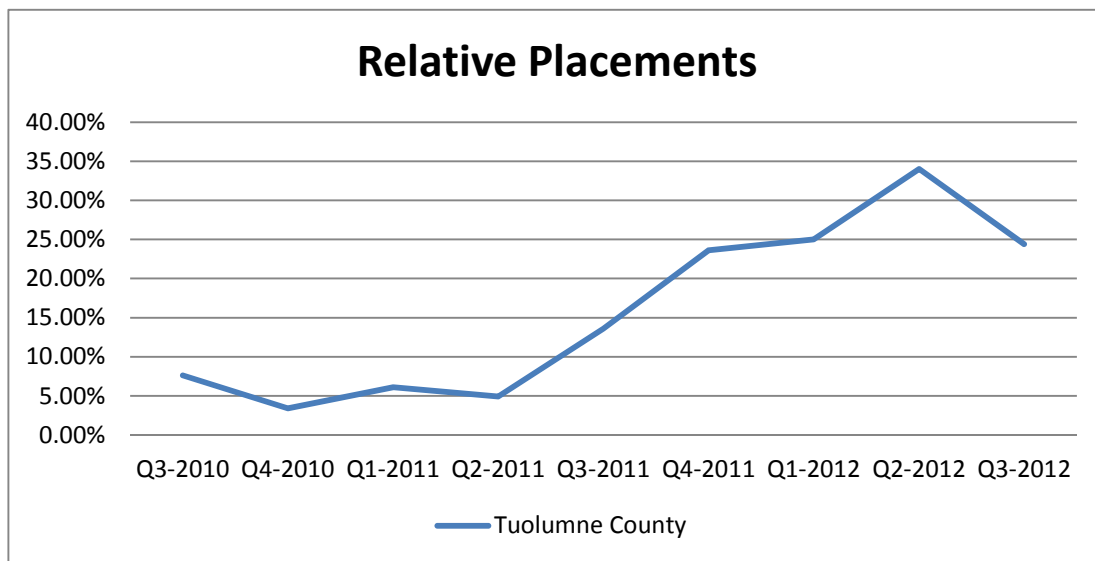
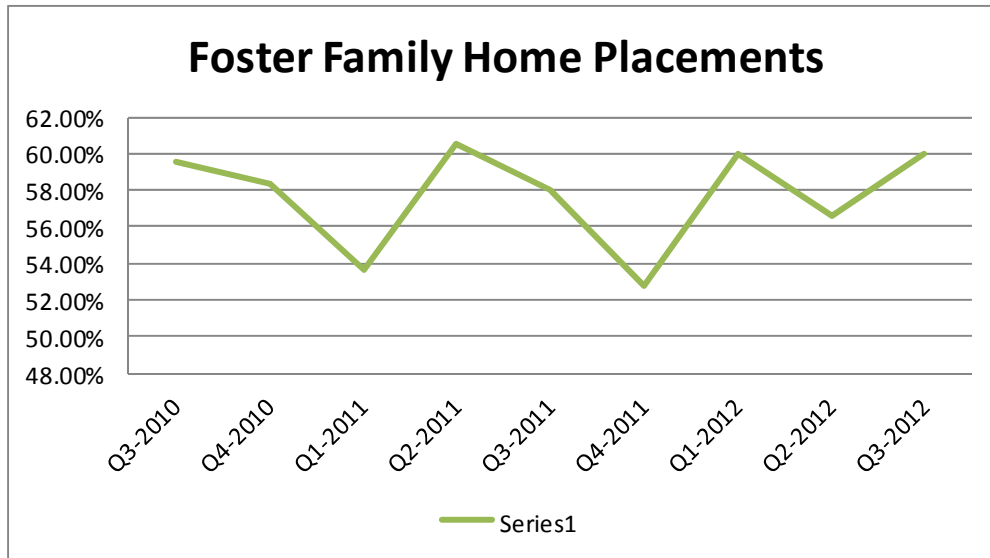
4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)

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

Important note: Youth 18 and over electing to remain in care as non-minor dependents as provided by Assembly Bill 12 may be placed in a new placement type, the Supervised Independent Living Placement (SILP). This placement type has been included in the Entries, Point-in-time, 4E (1&2) ICWA, and Exits analyses. Prior to a CWS/CMS system revision in November 2012, SILP placements may have been categorized as Court Specified or Other. Thus, some shift in counts from those categories to SILP may occur.

The three charts that follow represent the different types of facilities children first experience when entering care.





ANALYSIS

The trend lines above clearly shows Tuolumne County has made significant steps towards increasing relative and foster home placements and this has resulted in an overall reduction in the use of Foster Family Agency Placements.

Foster Family Agency placements dropped significantly in 2011 through the second quarter of 2012. During the drop in FFA placements, emergency relative/NREFM assessments were actively conducted in order to ensure the lowest level of care placement whenever possible.

Recent practice change is demonstrating a downward trend in relative placement at initial placement. It is unclear if the dip relates specifically to fewer emergency assessments being conducted or if more relatives are requiring criminal exemptions which build in a significant amount of additional time to process. CWS is researching current practice to identify a solution. What is clear is that in early 2011 CWS took great strides with its relative assessment unit to

ensure every child in care is placed with kin or non-related extended family at placement onset. This continues to be a practice priority for CWS.

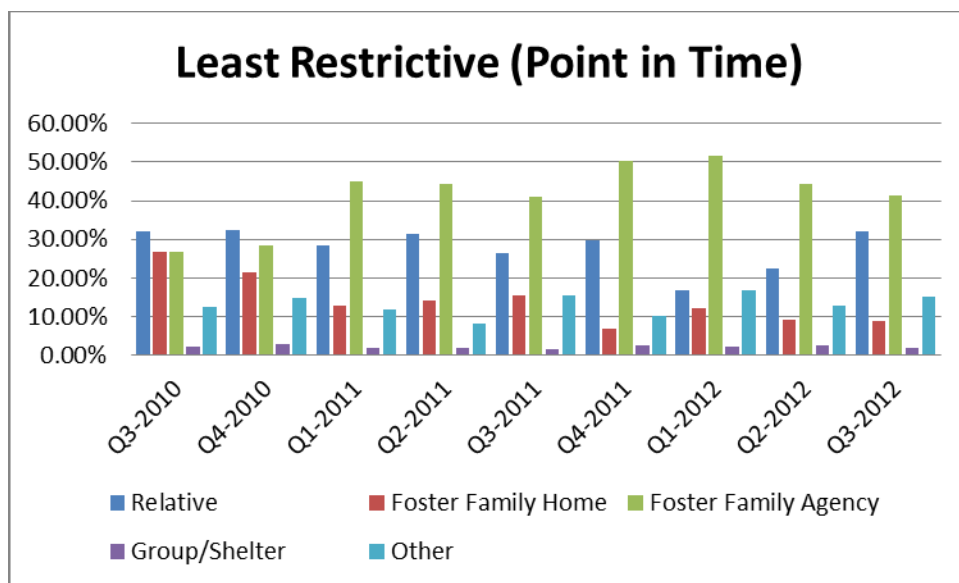
Availability of local foster homes continues to be unstable. Active efforts are in place through the Quality Parenting Initiative (QPI) to support, retain, and recruit quality foster homes. Gaps in this area as well as in Point in Time Least Restrictive Placement measures can also be addressed through (1) better Family Finding and Family Engagement efforts and (2) Implementation of Father Engagement programs. It is fully expected that CAPIT/CBCAP/PSSF funds will be tapped as allowed by regulation to support a formal *Family Search and Engagement* program. After several years of CWS attempting to provide this service in-house, analysis may be conducted to determine if an RFP should be developed to identify and select a community partner experienced in family engagement.

4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)

These reports include all children who have an open child welfare or probation supervised placement episode in the CWS/CMS system.

Important note: Youth 18 and over electing to remain in care as non-minor dependents as provided by Assembly Bill 12 may be placed in a new placement type, the Supervised Independent Living Placement (SILP). This placement type has been included in the Entries, Point-in-time, 4E (1&2) ICWA, and Exits analyses. Prior to a CWS/CMS system revision in November 2012, SILP placements may have been categorized as Court Specified or Other. Thus, some shift in counts from those categories to SILP may occur.

The graph below shows point in time data related to least restrictive placement.



ANALYSIS

This data set again displays Tuolumne County's progress on increasing the number of children residing in relative placements and a gradual reduction in the use of FFA homes. This data lends further support for the goal of increased local foster parent recruitment as less than 10% of children are currently placed in these settings.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

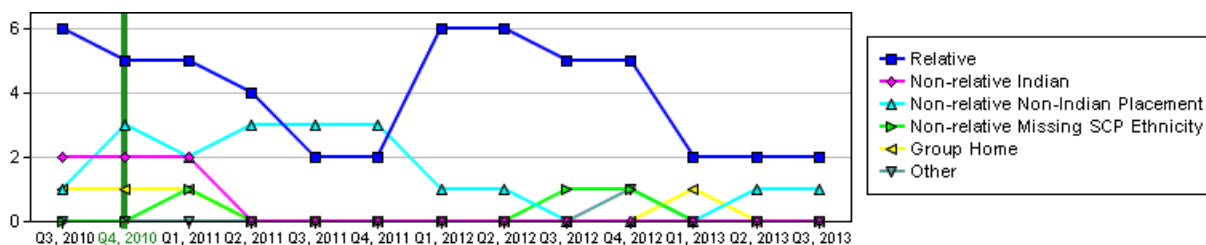
These reports examine the placement status of Indian Child Welfare Act eligible children [4E(1)] and children with primary or mixed (multi) ethnicity of American Indian [4E(2)]. Placement status takes placement type, child relationship to substitute care provider, and substitute care provider ethnicity into account. The resulting placement status categories are placements with relatives; with non-relative, Indian substitute care providers; with non-relative, non-Indian substitute care providers; with non-relative substitute care providers with ethnicity missing in CWS/CMS; in group homes (ethnicity cannot be determined); and in other placements.

Important note: Youth 18 and over electing to remain in care as non-minor dependents as provided by Assembly Bill 12 may be placed in a new placement type, the Supervised Independent Living Placement (SILP). This placement type has been included in the Entries, Point-in-time, 4E (1&2) ICWA, and Exits analyses. Prior to a CWS/CMS system revision in November 2012, SILP placements may have been categorized as Court Specified or Other. Thus, some shift in counts from those categories to SILP may occur.

During Quarter 3 of 2010, ten children identified as ICWA eligible were placed in out of home care. Six of these children were placed with relatives, 2 were placed with a non-related Indian family, one child was placed in a non-relative, non-Indian placement and one child was placed in a group home. Quarter 4 of 2010 had a total of 11 children in out of home care whom were identified as ICWA eligible. Five of these children were placed with relatives, 2 were placed with a non-related Indian family, one was in a group home, and 3 were placed in a non-related non-Indian home.

During calendar year 2011, the overall number of ICWA eligible children dropped by nearly 50% and by year's end a total of only 5 ICWA eligible children were in out of home care. Relative placements during this time period measured: 45.5%, 57.1%, 40%, and 40% respectively. No children were placed in group homes or non-relative Indian homes and the percentage of children placed in non-related, non-Indian homes averaged 45.3%. This percentage dropped to 14.3% during calendar year 2012. The percentage of ICWA eligible children placed with relatives measured 85.7%, 85.7%, 83.3%, and 71.4% during the four quarters of 2012.

Data thus far from 2013, shows a reduction in the total number of ICWA eligible children placed in out of home care, and only 3 children are represented in 2013 data reports. For more details surrounding the 4E measure, see chart below:



Source: SafeMeasures® (AB 636 Measure 4E1 Data Report) obtained 09/10/2013

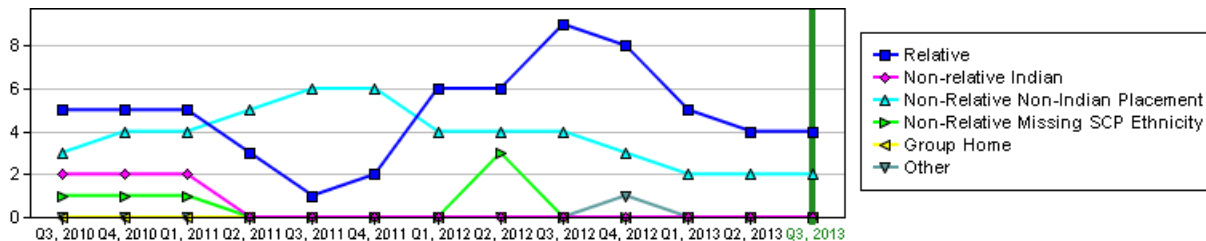
4E2: (ICWA Placement Preferences-American Indian Ancestry) *What percentage of American Indian children were placed with relatives, non-related Indian families and non-Indian families? (regardless of designated ICWA eligibility)*

The chart below shows the quarterly averages of the different placement types for children with Native American ancestry from the completion of the 2010 CSA to current.

Placed with Relatives: 50.2%

Placed with non-related Indian Family: 3.9%

Placed with non-related, non-Indian Family: 41.4%



ANALYSIS

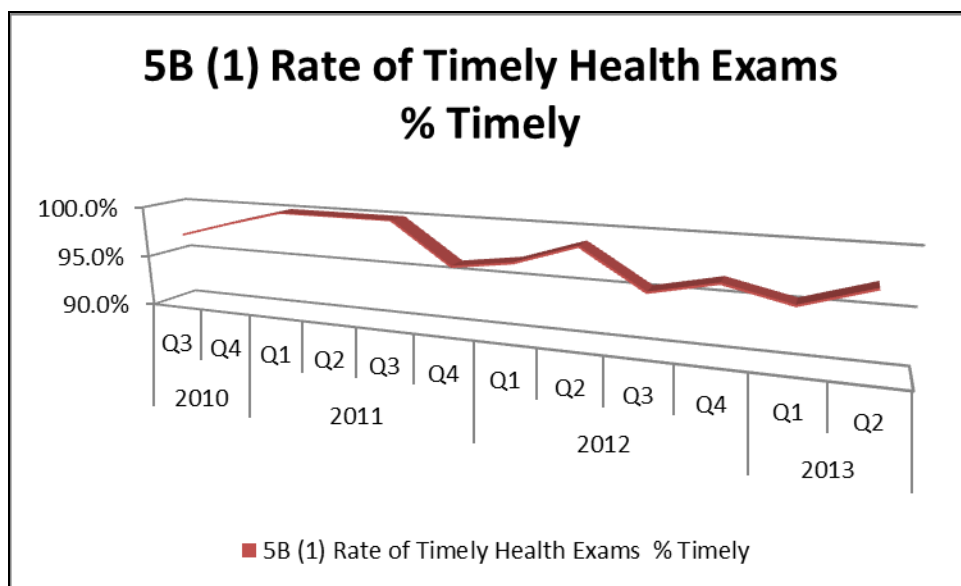
4E1: (ICWA Placement Preferences-ICWA Eligible) *What percentage of ICWA eligible children were placed with relatives, non-related Indian families and non-Indian Families?*

The data on ICWA preferred placement is consistent with Tuolumne County's foster care availability; the Indian foster placement figures reflect the low percentage of available Indian homes licensed in the area.

The high number of relative placements is encouraging despite recent dips. That said, it is noteworthy to indicate the data set is very small and therefore difficult to use to form statistically supported analysis.

5B (1) RATE OF TIMELY HEALTH EXAMS

CDSS Measure 5B: *Timely Medical/Dental Exams*



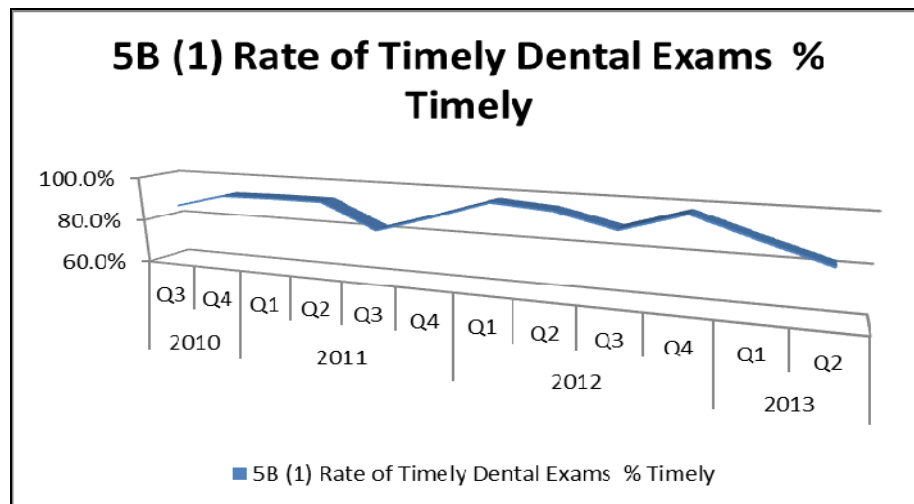
Source: SafeMeasures®: AB636 Measure 5B: Physical Examinations (Obtained 09/10/2013)

ANALYSIS

Data demonstrates a slight decrease in timeliness of health exams. Survey of the Foster Care Nurse informs the Department that youth transitioning to counties with managed care programs experience a delay in receiving Medi-

Cal services due to delays in eligibility determinations across county lines. Dips are also consistent with a staffing adjustment whereby the Foster Care Nurse was relocated offsite to accommodate an increase in Social Work positions.

5B (2) RATE OF TIMELY DENTAL EXAMS



Source: SafeMeasures®: AB636 Measure 5B: Dental Examinations (Obtained 09/10/2013)

ANALYSIS

No detailed analysis has been conducted. Trends are being monitored to facilitate improvement in the current downward movement. Changes that have occurred that may impact this outcome measure include relocating the foster care nurse from the CWS office to the Public Health office and/or staffing interruptions in Foster Care Eligibility staff which have caused significant delays in determining foster care eligibility for youth during the last three quarters of the data cycle. As of the writing of this report, additional Foster Care Eligibility staff are being cross-trained.

5F PSYCHOTROPIC MEDICATIONS

CDSS Measure 5F: Children Authorized for Psychotropic Medications

Point in Time data for December 2013 reflects a total of 93 youth in out of home care. Of those 93, 8 (8.6%) are identified as being “authorized” for psychotropic medications. A review of Quarterly reports (Quarter 3-2010 through Quarter 2-2013), shows our performance in this area has measured 11.4%, 8.2%, 8.8%, 3.1%, 3.3%, 3.7%, 4.5%, 5.3% and 6.8% across the different quarters. This indicates an average of 6% of youth in out of home care is actively receiving Psychotropic medications^{xxxix}.

ANALYSIS

No analysis has been conducted on this data set.

6B INDIVIDUALIZED EDUCATION PLAN

CDSS Measure 6B: Individualized Education Plan (IEP)

A review of SafeMeasures shows that only one youth currently has an active IEP. This count misrepresents the actual number of youth with an IEP in place and represents a gap in data entry into CWS/CMS. Further analysis is needed to ascertain the full count of IEPs in place.

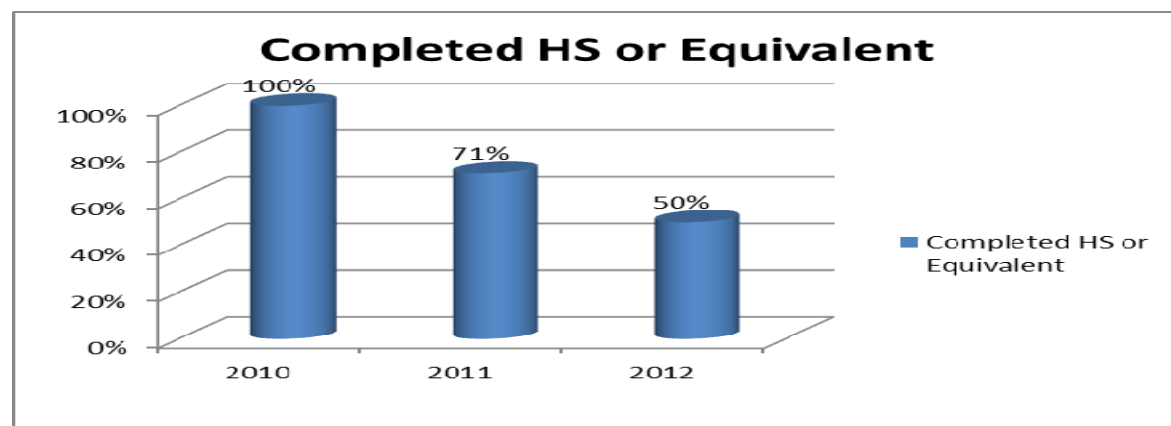
ANALYSIS

As IEP counts are not a significant area for outcome improvement, current priority has not included ensuring an accurate count in the CWS/CMS data system. Changes in place with Katie A. mandates will allow more information on youth in care and will ultimately result in improvements in this data tracking element.

8A COMPLETED HIGH SCHOOL OR EQUIVALENCY

Quarterly data from CWS/CMS reports suggest of the 10 youth who emancipated over the three year period, 4 (40%) were recorded as achieving this outcome measure over the reporting period. However, SOC 405E data reported directly to the State of California on ILP measures reflects the much more promising numbers with an average of 71.4% meeting this objective:

Number of Emancipated Youth Who Completed HS or Equivalent		
2010	6 of 6	100%
2011	5 of 7	71%
2012	4 of 8	50%
3 Year Combined	15 of 21	71.40%



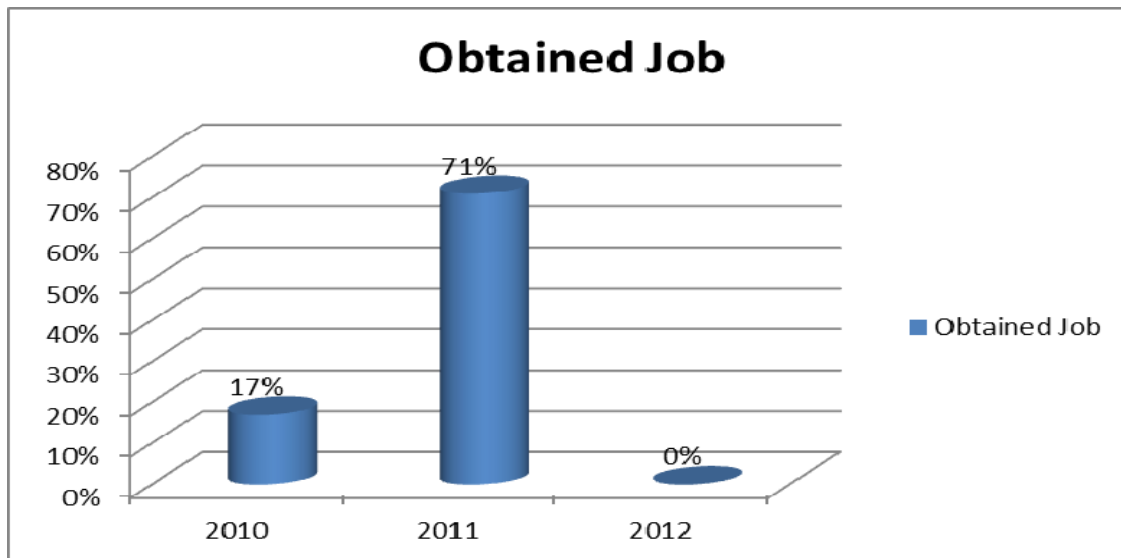
ANALYSIS

The data set of 21 youth in a three year period (average of 7 youth per year) is too small to draw conclusions. Tuolumne County continues to identify tools to engage youth and is encouraged by AB12 initiatives that will allow us to serve youth into their 21st year, creating greater opportunities for sustainable success.

8A OBTAINED EMPLOYMENT

Quarterly data suggests that of 10 youth included over reporting period, 4 were recorded as obtaining employment. Review of SOC 405E data submitted quarterly by the ILP team reflects the following:

Number of Emancipated Youth Who Obtained Job		
2010	1 of 6	17%
2011	5 of 7	71%
2012	0 of 8	0%
3 Year Combined	6 of 21	28.60%



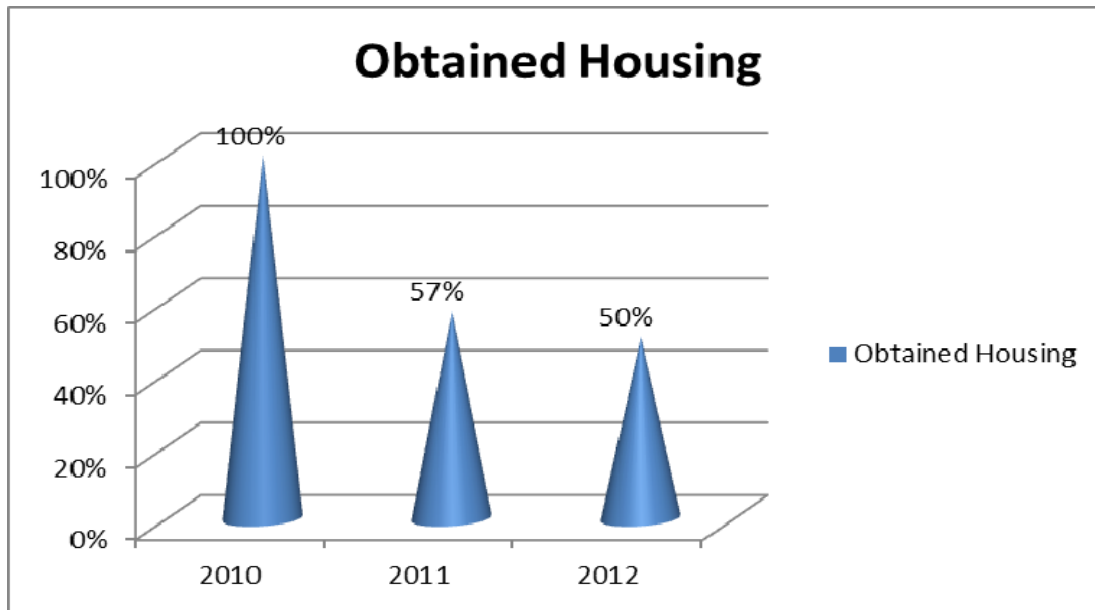
ANALYSIS

2012 data causes great concern as 0 of 8 youth entering adulthood reported an earned income. One youth entered prison from the probation system, many were receiving income support from family and few entered CalWORKs. This is an area for targeted attention and solutions will be addressed in the System Improvement Plan. Though some explanation for this trend may stem from an increase in the County's unemployment rate, further efforts will need to be made to identify connections to career planning which may include engaging collaboration with the Welfare to Work program and/or AmeriCorps and may include CAPIT/CBCAP/PSSF funding.

8A HOUSING ARRANGEMENTS

Quarterly data indicates of 10 youth, 7 (70%) were recorded as achieving this outcome measure. A review of SOC 405E quarterly reports indicates 14 of 21 youth, or 66.75% obtained housing.

Number of Emancipated Youth Who Obtained Housing		
2010	6 of 6	100%
2011	4 of 7	57%
2012	4 of 8	50%
3 Year Combined	14 of 21	66.7%



ANALYSIS

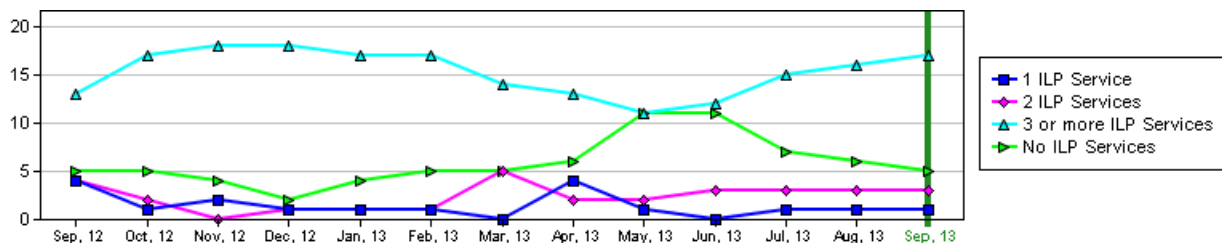
A detailed analysis on this measure has not been conducted. Service gaps exist and effort is necessary in these areas if we are to guide youth exiting foster care to success. Youth have resources including a THP+ Housing program (The HOPE House) which is not fully utilized. In the next five-year system improvement cycle, Tuolumne County is tasked with a need to identify the hurdles youth are facing in achieving goals for housing, employment, and education.

8A RECEIVED ILP SERVICES

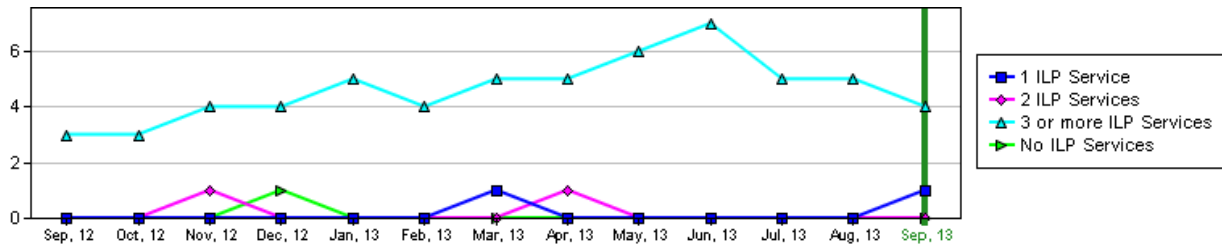
Quarterly data reports reflect 80% of our youth are actively engaging in ILP Services (8 of 10 youth).

A review of more recent SafeMeasures® data shows the following:

CWS YOUTH ILP SERVICE DELIVERY



PROBATION YOUTH ILP SERVICE DELIVERY



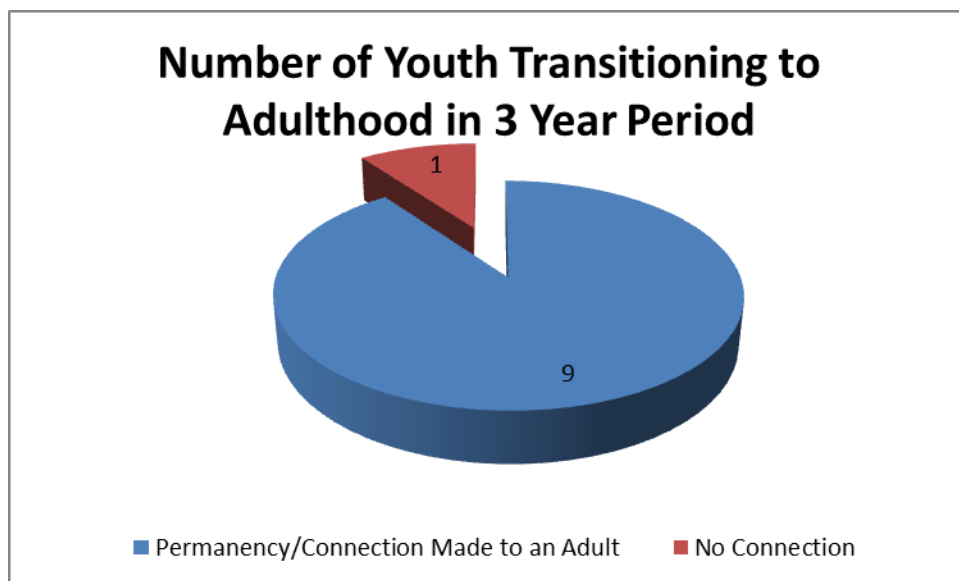
Source: TILP Services Report and Probation TILP Services Report, obtained 10/16/2013

ANALYSIS

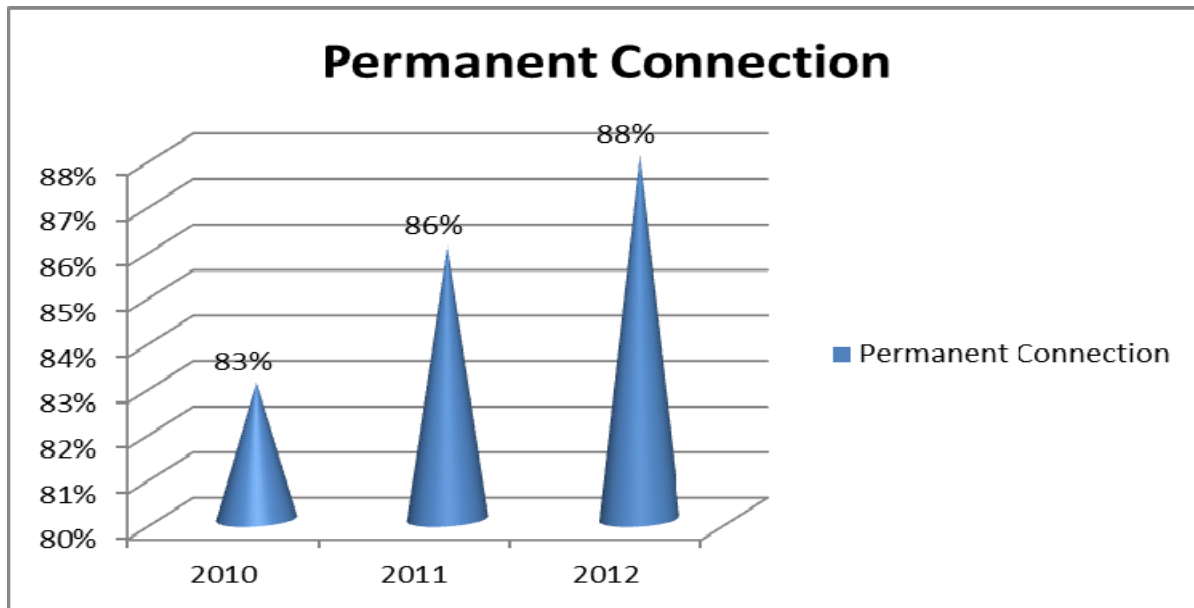
The ILP program in Tuolumne County has been managed by a unit within the Human Services Agency placed outside of the CWS and Probation systems. Although the benefit to this type of service delivery includes targeted ILP support by a social worker who is not faced with emergency case management challenges, there are inherent hurdles with this set up. Challenges include potential for CWS case managing social workers to overlook the critical function ILP serves, thereby limiting the social workers' urgency in ensuring all contacts include ILP coaching, mentoring, and guidance. The alternative impact is when ILP-focused contacts with transitional age youth do occur by the case managing social worker, the data entry into CWS/CMS may not always include ILP service details. In September 2013, ILP services have been returned to the CWS system for case management of all Probation and CWS youth.

8A PERMANENCY CONNECTION WITH AN ADULT

According to quarterly data pulled from CWS/CMS, of 10 emancipating youth in the data set (three years, 2010 through 2013), 9 achieved the outcome measure of establishing a healthy adult connection.



SOC 405E data alternatively indicates 21 youth emancipated in 2010-2013 of which 83%, 86%, and 88% achieved this outcome each respective year.



ANALYSIS

The 2010 System Improvement Plan included targeted efforts to increase youth connections to mentors and lifelong adult supports as youth transition to adulthood. Data trends indicate these efforts have been successful.

PROBATION:

All youth in placement obtain at least one, and more often, multiple permanency connection to an adult. In addition, all youth are provided multiple opportunities to learn skills that they will need to become self-sufficient when they leave the foster care system. This has been a priority over the past three years with our system improvement efforts and the data reflects our commitment to successful emancipation through strong adult connections with our youth.

ⁱ (<http://quickfacts.census.gov/qfd/states/06/06109.html>).

ⁱⁱ (<http://www.census.gov/2010census/popmap/ipmtext.php?fl=06>).

ⁱⁱⁱ (<http://www.tuolumnecountyprofile.org/>)

^{iv} **TUOLUMNE COUNTY 2013 COMMUNITY DATA REPORT**

^v **TUOLUMNE COUNTY 2013 COMMUNITY DATA REPORT**

^{vi} Source: http://www.censusscope.org/us/s6/c109/chart_house.html

^{vii} <http://www.kidsdata.org/data/region/dashboard.aspx?loc=351>

^{viii} Source: (http://www.censusscope.org/us/s6/c109/chart_language.html)

^{ix} Source: State of CA Employment Development Dept. Labor Market Information Division June 2012, Industry Employment and Unemployment Rates for Counties

^x **TUOLUMNE COUNTY 2013 COMMUNITY DATA REPORT**

^{xi}). <http://www.bestplaces.net/housing/county/california/tuolumne>

^{xii} <HTTP://WWW.REALTYTRAC.COM/TRENDCENTER/TREND.HTML>

^{xiii} <http://www.census.gov/2010census/popmap/ipmtext.php?fl=06>).

^{xiv} <http://www.kidsdata.org/data/topic/table/special-needs-major-disabilities20.aspx>

^{xv} <http://www.kidsdata.org/data/topic/table/special-needs-CCS.aspx>

^{xvi} Tuolumne County Indicators Project.

^{xvii} Tuolumne County Indicators Project.

^{xviii} Kidsdata.org

^{xix} <http://www.kidsdata.org/data/region/dashboard.aspx?loc=351&cat=1>

^{xx} <http://cssr.berkeley.edu/cwscmsreports/dynamics/disprop/response.asp?crit=RF&county=55&age=0>

^{xxi} http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx

^{xxii} http://cssr.berkeley.edu/ucb_childwelfare/GeoDataResult.aspx?report=ref12azip&county=55

^{xxiii} (http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx obtained 09-3-2013)

^{xxiv}

<http://cssr.berkeley.edu/cwscmsreports/dynamics/disprop/response.asp?time=2010&county=55&age=0&crit=S>

^{xxv} http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx

^{xxvi} http://cssr.berkeley.edu/ucb_childwelfare/EntryRates.aspx)

^{xxvii} <http://cssr.berkeley.edu/cwscmsreports/dynamics/disprop/response.asp?crit=EE&county=55&age=0>

^{xxviii} Source: http://cssr.berkeley.edu/ucb_childwelfare/EntryRates.aspx

^{xxix} http://cssr.berkeley.edu/ucb_childwelfare/GeoDataResult.aspx?report=ent12azip&county=55

^{xxx} http://cssr.berkeley.edu/ucb_childwelfare/C1M4.aspx

^{xxxi} <https://www.safemeasures.org/ca/safemeasures.aspx>

^{xxxii} <https://www.safemeasures.org/ca/safemeasures.aspx>

^{xxxiii} <https://www.safemeasures.org/ca/safemeasures.aspx>

^{xxxiv} <https://www.safemeasures.org/ca/safemeasures.aspx>

^{xxxv} <http://www.cafc.ca.gov/>

^{xxxvi} <https://www.safemeasures.org/ca/safemeasures.aspx>

^{xxxvii} <http://www.naswdc.org/practice/standards/NASWATODStandards.pdf>

^{xxxviii} http://www.aecf.org/upload/pdffiles/familytofamily/family_every_child.pdf

^{xxxix} Source: SafeMeasures®: AB 636 Measure 5F: Psychotropic Medication Authorization (Obtained 09/10/2013)