



# • 2014 ANNUAL REPORT •



Children and Family Services





## *COUNTY ADMINISTRATIVE OFFICE*

**Gregory C. Devereaux**

Chief Executive Officer

## *HUMAN SERVICES ADMINISTRATION*

**Linda Haugan**

Assistant Executive Officer

**Art Gomez**

Deputy Executive Officer

**We envision** a complete county that capitalizes on the diversity of its people, its geography and its economy to create a broad range of choices for its residents in how they live, work and play.

**We envision** a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's unique advantages and provide the jobs that create countywide prosperity.

**We envision** a sustainable system of high-quality education, community health, public safety, housing, retail, arts and culture, recreation and infrastructure, in which development complements our natural resources and environment.

**We envision** a model community which is governed in an open and ethical manner, where great ideas are replicated and brought to scale, and all sectors work collaboratively to reach shared goals.

From our valleys, across our mountains, and into our deserts, **we envision** a county that is a destination for visitors and a home for anyone seeking a sense of community and the best life has to offer.

**James Ramos**  
Chair  
Third District Supervisor



**Robert A. Lovingood**  
Vice Chair  
First District Supervisor



**Janice Rutherford**  
Second District Supervisor



**Curt Hagman**  
Fourth District Supervisor



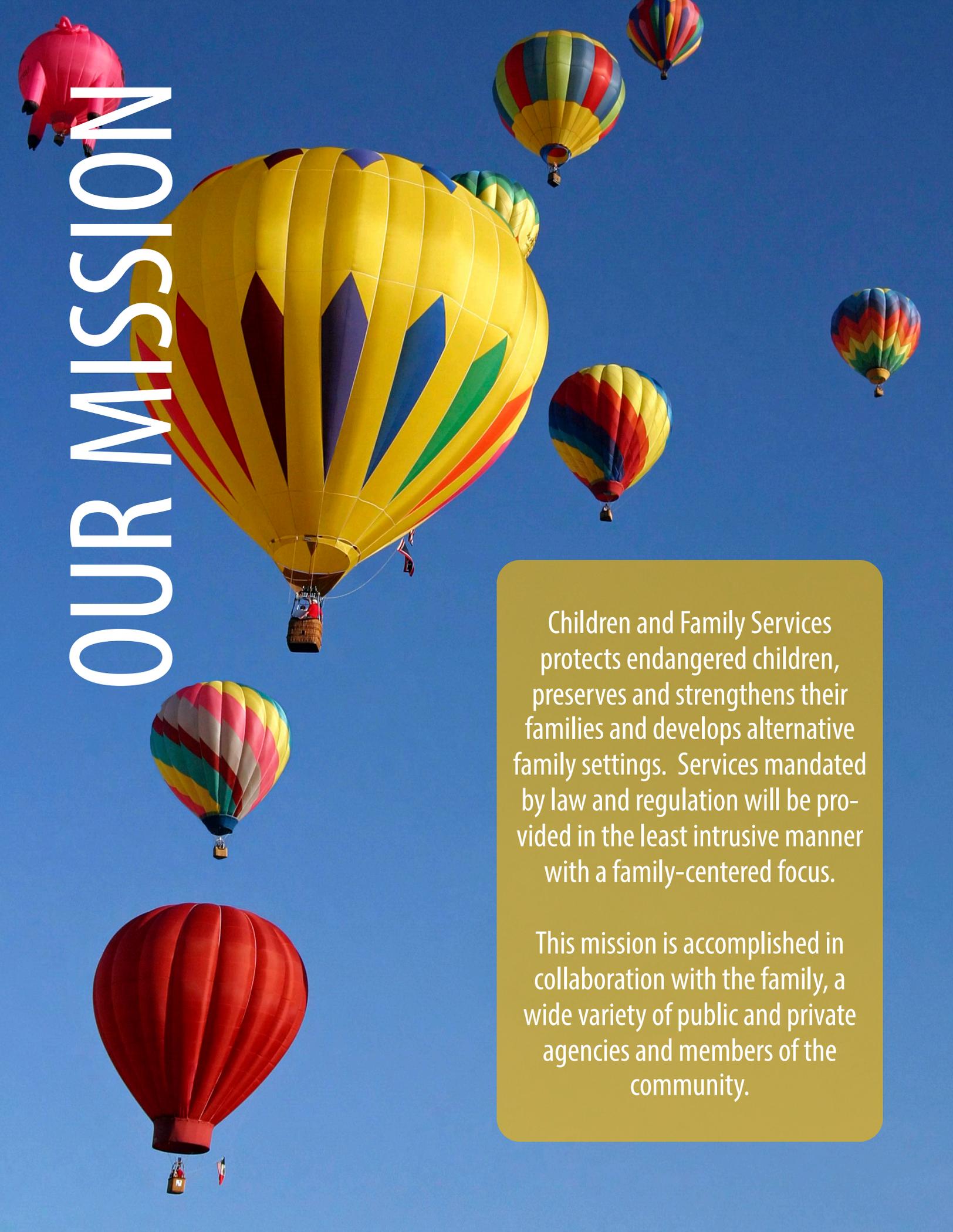
**Josie Gonzales**  
Fifth District Supervisor





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# OUR MISSION

Children and Family Services protects endangered children, preserves and strengthens their families and develops alternative family settings. Services mandated by law and regulation will be provided in the least intrusive manner with a family-centered focus.

This mission is accomplished in collaboration with the family, a wide variety of public and private agencies and members of the community.

# A MESSAGE FROM OUR 2014 ASSISTANT DIRECTOR

*Marlene Hagen*



The County of San Bernardino Paradigm states: “We understand that every aspect of the quality of life in a community is part of an interrelated system”. The dictionary defines interrelated as “connected in such a way that each thing has an effect on the other”.

Children and Family Services (CFS) is able to relate to this definition on many levels. We understand the connections between the safety of vulnerable children and the many factors which may influence or threaten that safety. We also understand that enduring connections with extended family, friends and other significant people in a person’s life, along with the services our agency and partner agencies provide, will enhance the well-being of the children and families that we work with every day.

Children and Family Services is a part of a larger interrelated system whose goal is to create a community in which all residents are provided with necessary services and supports from “cradle to career” in order to achieve prosperity and well-being. The new, revised programs, services and tools that were in place in 2014 emphasize the importance of collaborating with family members, family support network, service providers and community partners. These include Child and Family Team (CFT) meetings, Safety Organized Practice (SOP), utilizing social media to reach out to our staff, our families and our community, and partnering with local Fire Departments and Law Enforcement agencies to implement a “Be a Hero” campaign for our Heart Gallery which highlights some of our foster children who are in need of forever homes.

In 2014, approximately 566,115 children under the age of 18 resided in San Bernardino County. This included 341,815 children under the age of 10. In 2014, the San Bernardino County Child and Adult Abuse Hotline (CAAHL) fielded over 86,000 calls and there were 38,505 children, age 17 or younger, with allegations of abuse and/or neglect. About 64% of children with allegations of neglect and/or abuse were under the age of 10.

On January 1, 2012, Extended Foster Care was enacted to provide extended services to young adults who would otherwise “age out” of the foster care system at age 18. Eligible young adults are now able to remain in care until their 21<sup>st</sup> birthday. In 2014, 86% of our youth who turned 18 chose to remain in foster care as young adults. Thanks to you and your collaborative work with our partner agencies, more of our youth can now safely transition into a productive and safe adulthood.

It is through the collaborative efforts of these interconnected systems and the dedication of CFS staff that each year we are able to provide services which promote stability and safety for our most vulnerable children, teens and young adults.

I would like to thank my CFS family, our partner agencies and community organizations for being part of an interrelated system which strives to provide for the safety, permanency and well-being of children, families and young adults residing in San Bernardino County.

Your Partner in Hope,

*Marlene*



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# 2014 LEADERSHIP



*From left to right:*

Jonathan Byers, Deputy Director; Teri Self, Deputy Director; Laura Lee, Deputy Director;  
Marlene Hagen, Assistant Director, Nicola Hackett; Deputy Director; Helen Parrott, Deputy Director;  
Randall Schulz, Director; Teri Elliott, Deputy Director; Steve Adams, Administrative Supervisor II  
not pictured: Ted Ciabattini, Project Coordinator and Christine Chavez, Executive Secretary



# CFS INTERVENTIONS AND SERVICES

CFS provides intervention and support services to families and children when allegations of child abuse, neglect or exploitation are substantiated in San Bernardino County.



## **Emergency Response (ER)**

Emergency Response services are in-person investigations of cases in which children are in danger due to abuse, neglect or exploitation. Services are available 24 hours a day, 7 days a week. When an abuse referral is received, the ER staff determines the risk factors. The emphasis of ER services is on crisis intervention to avoid Juvenile Court action if possible.

## **Family Maintenance (FM)**

The goal of FM is to allow children to remain safely in their own home. FM services are time-limited and supervision provided to children and families is intended to prevent or correct neglect and abuse issues and help create a safe environment for children to remain in the home.

## **Family Reunification (FR)**

In cases where it is determined a child or children cannot safely remain at home, the court may order them to be removed. The goal of FR is to provide services, supports and resources to families which lead to establishing a safe and healthy environment for children. Successful completion of FR goals is required for parents, guardians or caregivers to reunite with a child.

## **Permanency Planning (PP)**

Permanency Planning is defined as a comprehensive case planning process directed toward obtaining a permanent, stable home for a child. When the court determines a child's safety would be best provided by permanent removal from the parent or guardian, PP services are implemented. PP plans are generated during the FR process as an alternate plan in the event FR is unsuccessful. Permanency plans may include reunification with the custodial parent, adoption, guardianship or KinGAP (placement with family members).

## **Supportive Transition**

Supportive Transition refers to the services provided to Non-Minor Dependents (18-21 year olds) who are under the jurisdiction of the juvenile court. Non-minor dependents are required to have a Transitional Independent Living Case Plan (TILP) describing the goals and objectives of how he/she will transition to living independently and assume incremental responsibility for adult decision making.

*"Child abuse casts a shadow the length of a lifetime."*

*- Herbert Ward*



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# DEMOGRAPHICS

The population of San Bernardino County in 2014 was 2,112,619. Children under the age of 18 made up about 28% of the population with 156,333 being under the age of five.

source:

<http://www.quickfacts.census.gov>



# DEMOGRAPHICS

California Child Welfare Indicators Project (CCWIP), University of California at Berkeley

## 2014 California Department of Finance Child Population Projections, San Bernardino, California

Age group	ETHNIC GROUP						TOTAL
	Black	White	Latino	Asian/ Pacific Islander	Native American	Multi- racial	
Under 1	2,525	6,996	18,422	1,488	110	1,383	30,924
1-2	4,875	14,017	36,280	3,135	206	2,474	60,987
3-5	7,204	20,346	56,648	4,309	257	3,520	92,284
6-10	11,847	32,678	99,938	7,435	392	5,330	157,620
11-15	12,507	33,943	98,482	7,725	477	4,895	158,029
16-17	5,606	14,638	40,545	3,287	235	1,960	66,271
18-20	9,760	24,803	62,970	5,158	404	2,982	106,077
TOTAL	54,324	147,421	413,285	32,537	2,081	22,544	672,192



# WHAT IS CHILD ABUSE AND NEGLECT?

*California law defines specific categories of child abuse and neglect:*

**Sexual abuse** - victimization by sexual activities, including molestation, indecent exposure, fondling, rape or incest.

**Physical abuse** - bodily injury inflicted by non-accidental means including willful cruelty, justified punishment or corporal punishment, or injury resulting in a traumatic condition.

**Emotional abuse** - non-physical mistreatment, including willfully causing any child to suffer, inflicting mental suffering or endangering a child’s emotional well-being.

**General neglect** - the negligent failure of a parent, guardian or caretaker to provide adequate food, clothing, shelter, medical care or supervision, in cases where no physical injury to the child has occurred.

**Severe neglect** - involves situations of neglect, including severe malnutrition, where the child’s health is endangered.

**Exploitation** - forcing or coercing a child into performing activities that are beyond the child’s capabilities or which are illegal or degrading, including sexual exploitation.

## CHILDREN WITH ONE OR MORE ALLEGATIONS - 1/01/14 through 12/31/14

AGE GROUP	TOTAL POPULATION	CHILDREN WITH ALLEGATIONS	CHILDREN WITH SUBSTANTIATIONS
under 1	30,924	2,794	804
1-2	60,987	3,927	656
3-5	92,284	6,625	965
6-10	157,620	11,440	1,335
11-15	158,029	10,154	1,029
16-17	66,271	3,565	321
<b>TOTAL</b>	<b>566,115</b>	<b>38,505</b>	<b>5,110</b>

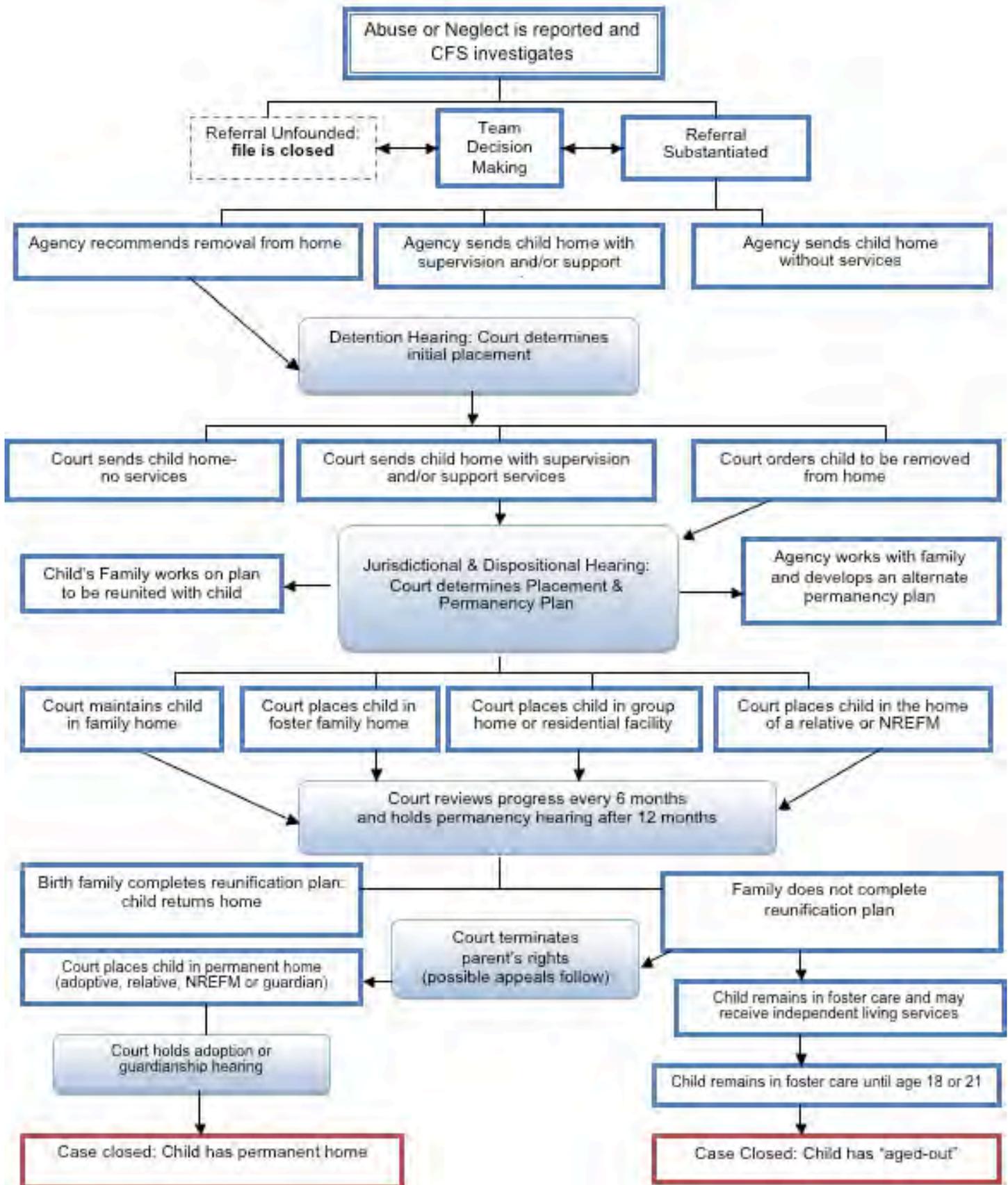
Rates are based on unduplicated counts of children - at state and county level - with allegations, substantiations, and entering care during the time period.

Data Source: CWS/CMS 2015 Quarter 1 Extract

Population Data Source: 2014 - CA Dept. of Finance: 2010-2060 - Pop. Projections by Race/Ethnicity, Detailed Age and Gender

Program version: 2.00 Database version: 68248F20

# A CHILD'S JOURNEY THROUGH THE CHILD WELFARE SYSTEM:



# FOSTER CARE

Foster care is the temporary, full-time care of children who the court has determined cannot presently live with their families. Children in foster care may live with relatives or with unrelated foster parents. Foster care may also refer to placement settings such as group homes, residential care facilities, emergency shelters, and Supervised Independent Living Placements (SILP).

**Kinship/Relative** – placement of a child with a relative (up to the fifth degree of kinship). Kinship placement is the preferred placement option for children who come into care.

**Non-Related Extended Family Member (NREFM)** – placement with a relative (beyond the fifth degree of kinship), or with a non-relative where a pre-existing familial or mentoring relationship with the caregiver has been validated.

**Guardian** – a person appointed by the court to maintain custody and care of the child. The child generally does not continue as a court dependent following the guardian’s appointment.

**Foster Family Home** – any home where the caregiver provides care and supervision for six or fewer foster children. A foster home may be licensed by CFS or certified by a Foster Family Agency.

**Foster Family Agency** – any state-licensed organization engaged in recruiting, certifying, training and providing professional support to foster parents as an alternative to a group home.

**Group Home** – a licensed, privately operated, non-detention residential home of any capacity that provides services in a group setting to children in need of a higher level of care and supervision.

**Supervised Independent Living Placement (SILP)** – a program designed to provide continued support and supervision to eligible young adults between 18 and 20 years of age. A supervised independent living setting may include an apartment, a college dorm or a rented room.

**Others** – may include pre-adoption, court specified homes; non-foster care homes, or transitional housing.

## OUT OF HOME PLACEMENTS BY TYPE AND ETHNICITY

Ethnic group	Kin	Foster	FFA	Group	Guardian	SILP	Other	TOTAL
Black	326	82	268	90	246	30	45	1,087
White	490	102	450	110	184	33	54	1,423
Latino	987	176	750	123	351	38	69	2,494
Asian/PI	13	3	19	4	10	2	1	52
Native American	11	0	3	0	2	0	2	18
Other	12	3	10	2	5	2	1	35
TOTAL	1,839	366	1,500	329	798	105	127	5,109

Data source: CWS/CMS

*Foster care is intended to provide a temporary safe haven for children who have been abused or neglected, or whose parents for some other reason cannot provide adequate care. It is not intended to be a permanent living arrangement. The goal of U.S. Child Welfare is to find safe, permanent homes for children, either by reunification with their families of origin or through adoption or placement with a permanent legal guardian.*



# FOSTER CARE (continued)

TYPE OF PLACEMENT	NUMBER OF CHILDREN		
	January 2014	June 2014	December 2014
Court Specified	14	14	9
Foster Homes	278	288	271
FFAs	1,427	1,417	1,534
Group Homes	300	329	330
Guardian Homes	774	771	779
Non-Foster Care	39	37	54
Relative Homes	1,741	1,750	1,953
Small Family Homes	29	39	36
Supervised Independent Living Placement	85	98	110
Tribe Specified Home	0	0	0
<b>Total Foster Children in Placement</b>	<b>4,687</b>	<b>4,743</b>	<b>5,076</b>

*In 2014, there were approximately 62,100 children in foster care in California; about 5,000 of these were in San Bernardino County.*

# CFS BUSINESS REDESIGN

The Children and Family Services Business Redesign project was developed in 2012 to identify opportunities and enable CFS to improve services and promote the safety, permanency and well-being of all children, youth and families.

## **The 2014 Business Redesign accomplishments include:**

- A new Department Diversity Committee (DDC) was created to focus on hiring and retaining a diverse workforce.
- A new rung was added in the CFS career ladder with the creation of a “Senior Social Service Practitioner” position. Senior SSP’s will act as mentors for new and existing social work staff. CFS is scheduled to begin hiring 65 new Senior SSP’s in 2015-2016.
- The Heart Gallery which promotes adoption of children with special needs underwent a complete make-over in 2014. During the 2014-15 fiscal year the Heart Gallery was promoted in various outlets including social media, news reports and the CFS webpage.
- An Emergency Action Plan (EAP) was finalized and all CFS Safety Coordinators were provided a copy and attended a training to learn about their roles and responsibilities in the event of emergencies or disasters.
- A mobile technology plan was developed and a pilot project was completed. CFS will deploy smart phones to over 500 staff in the 2015-16 fiscal year.
- Specialized court writing units were implemented throughout the regions to assist with writing court reports and preparing cases for court.

## ***Mission Statement:***

We identify opportunities for improvement which will enable Children and Family Services to deliver improved services that promote safety, permanency and well-being for all children, youth and families in San Bernardino County.



# CFS STAFF TRAINING

## Performance, Education & Resource Center (PERC)

PERC delivers workplace training and services to assist CFS employees in identifying and achieving professional and operational goals. Professional trainers develop, coordinate and deliver training that is designed to support and prepare the CFS workforce to meet the needs of the children and families we serve.

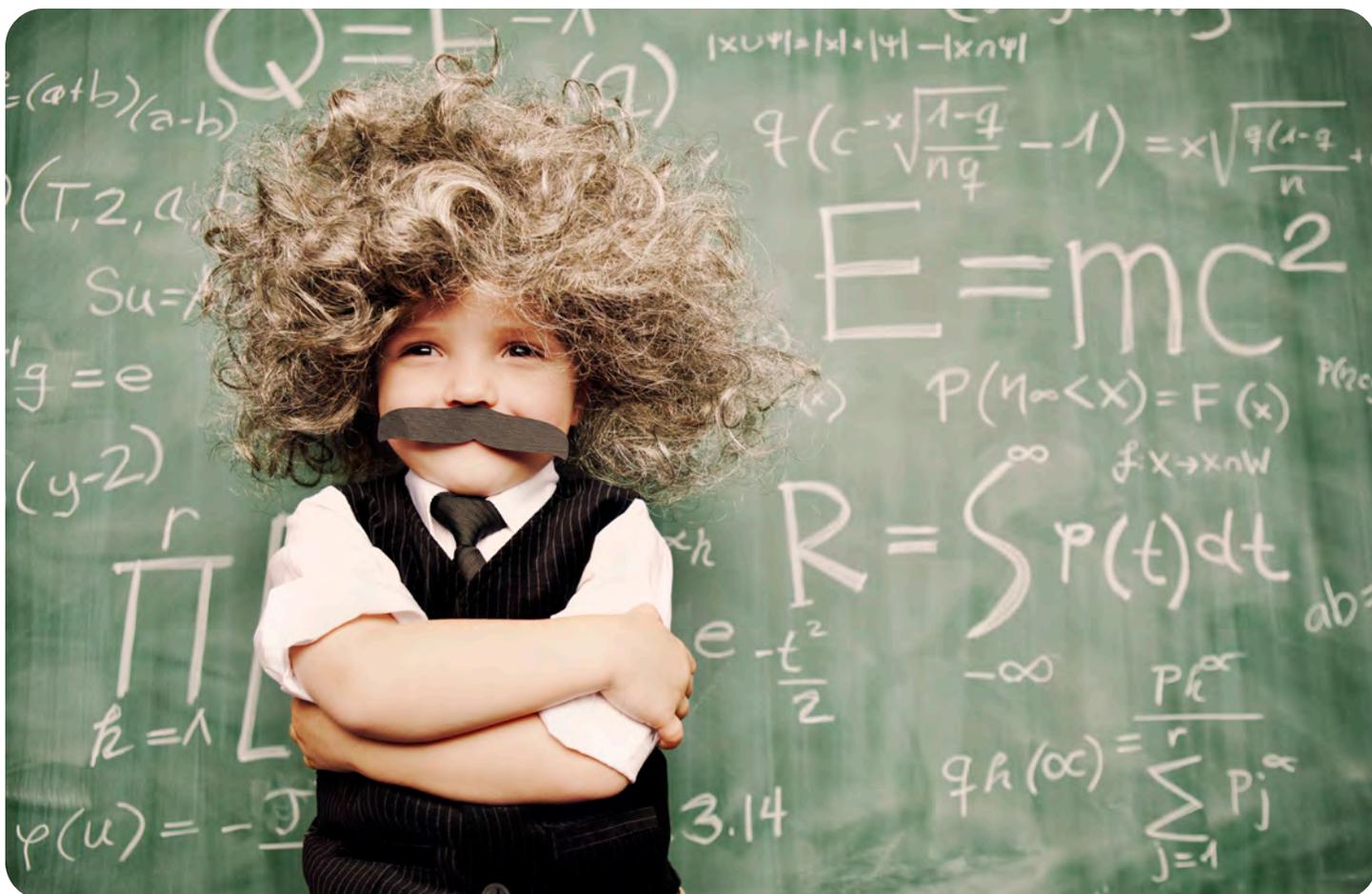
## Centralized Training Unit (CTU)

The CTU provides trainings that address state requirements, risk assessments, foundational tools resources and learning opportunities to assist trainees as they develop their skills to implement best practice principles. The CTU, PERC, the CFS management team and other stakeholders meet to plan and provide monthly trainings, facilitate case consultations, identify strengths and weakness of trainees, and ongoing needs of the trainees. The CTU provides individual consultations, identifies strengths and weak-

nesses of trainees. They also provide individual and group trainings to ensure compliance and understanding of county and departmental policies and procedures. The CTU also conducts ongoing training such as Safety Organized Practice, Risk Assessments and Regional specific training to ensure trainees are demonstrating proficiency and increasing their skills in family centered casework.

## Public Child Welfare Training Academy (PCWTA)

Children and Family Services social work staff attends the academy upon being hired. The PCWTA provides training to public child welfare staff and child welfare-related community based agencies, group homes and foster family agency staff in the region. The curriculum is designed to provide participants the knowledge, skills and values of the best in child welfare practice and research. The ultimate goal is to improve outcomes for children and families.



# THE CHILD AND ADULT ABUSE HOTLINE (CAAHL)

CAAHL receives calls from the community regarding suspected abuse, neglect and exploitation of children, elderly and dependent adults 24 hours a day, 7 days a week. CFS partners with surrounding counties for crossover referrals and works with eight other Southern California counties under a Memorandum of Understanding (MOU) to coordinate responses to cross jurisdictional issues.

2014	1st quarter	2nd quarter	3rd quarter	4th quarter	Total	Monthly average
Calls answered	19,147	20,133	20,554	21,641	81,475	6,790
Referrals processed	7,902	7,638	7,472	7,250	30,262	2,522
Evaluated out at CAAHL	468	1,268	960	653	3,349	279

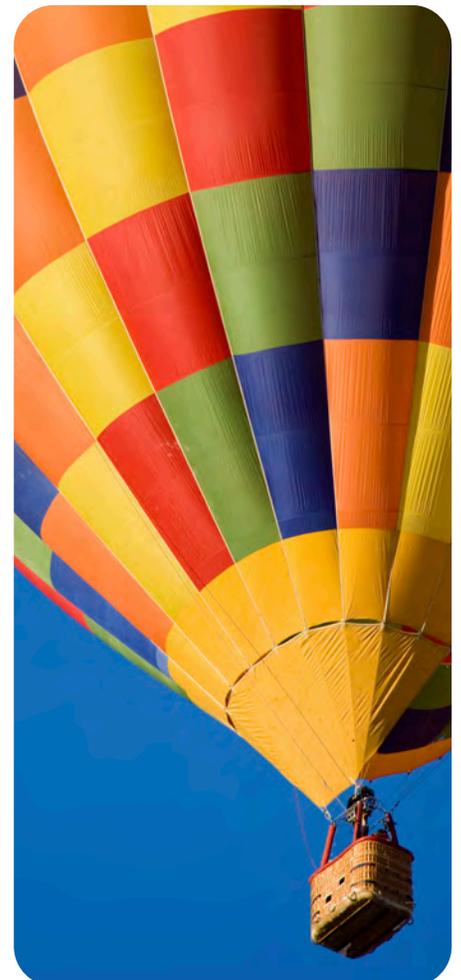
## SAFETY ORGANIZED PRACTICE (SOP)

Safety Organized Practice is a holistic “best practices” approach to collaborative teamwork in child welfare that seeks to build and strengthen partnerships within a family, their support network of friends and family and CFS. Strategies and techniques which keep the child and his or her family as the central focus are utilized by SOP.

### Collaborative and SOP approaches:

- Focus on effective working relationships between the family, the family’s support system and the caseworker
- Involve cooperative and honest professional relationships
- Apply critical thinking, research and evidence-based tools
- Utilize an open questioning approach
- Build on what is already working for families
- Develop a clear vision utilizing family strengths to improve the safety and well-being of children.

The SOP training consists of a 3-day orientation and 12 modules. Most CFS supervisors received or are scheduled to receive “SOP Training for Trainers”. As SOP coaches, the supervisors provide learning opportunities to help staff master SOP practices and apply them in their work with children and families.



# CHILDREN'S ASSESSMENT CENTER (CAC)

The CAC is a state-of-the-art, one-stop center with one mission: to meet the needs of children by providing a friendly, child-focused center. The CAC's comprehensive program provides forensic interviews and evidentiary medical exams in one location for physically and sexually abused children, as well as victims of neglect.



The Children's Assessment Center (CAC) operates as a collaborative between various county departments and other agencies including CFS, Loma Linda University Children's Hospital (LLUCH), Law Enforcement, Department of Behavioral Health (DBH), Family Law Court, District Attorney, Children's Network, Children's Fund and Department of Public Health. The CAC's needs have increased dra-

matically and it was relocated in 2014 to a larger, state-of-the-art facility located in San Bernardino; it is on track to treat 1600 children this year. Services at the CAC include forensic interviews by Social Service Practitioners who have received specialized training to interview children. Forensic Nurse Practitioners and Forensic Pediatricians perform evidentiary medical exams. Written reports are provided regarding the outcomes of the interviews and medical appointments. Crisis intervention and short-term therapy are provided onsite by DBH staff. Referrals for counseling are provided to family members by Victim Advocates from the District Attorney's office assigned to the CAC as well

as DBH staff to ensure that children and families receive trauma-focused therapy services. Child victims of alleged abuse ages 0-17 are referred to the CAC for services from either a law enforcement agency, Family Law Court or CFS. Parents receive crisis intervention services as well as referral services.



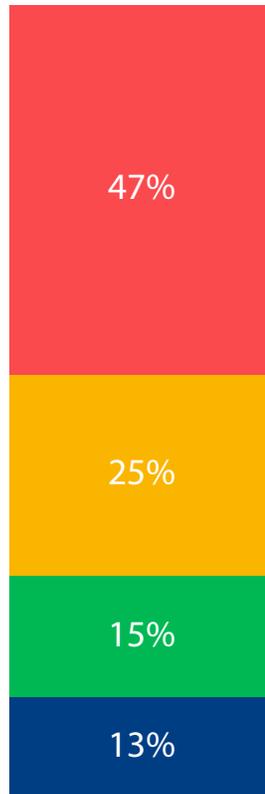
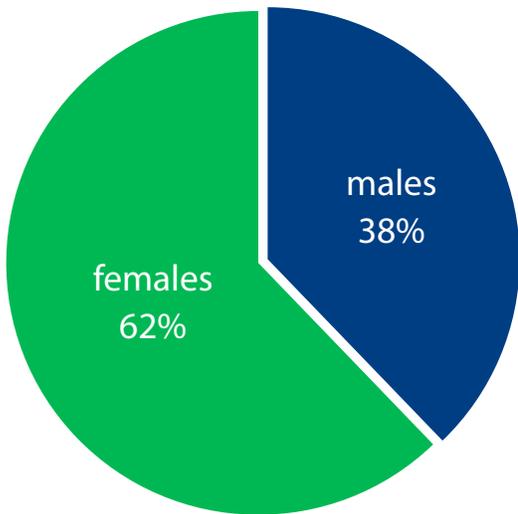
*2014, THE CAC SERVED MORE THAN 1375 CHILDREN.*



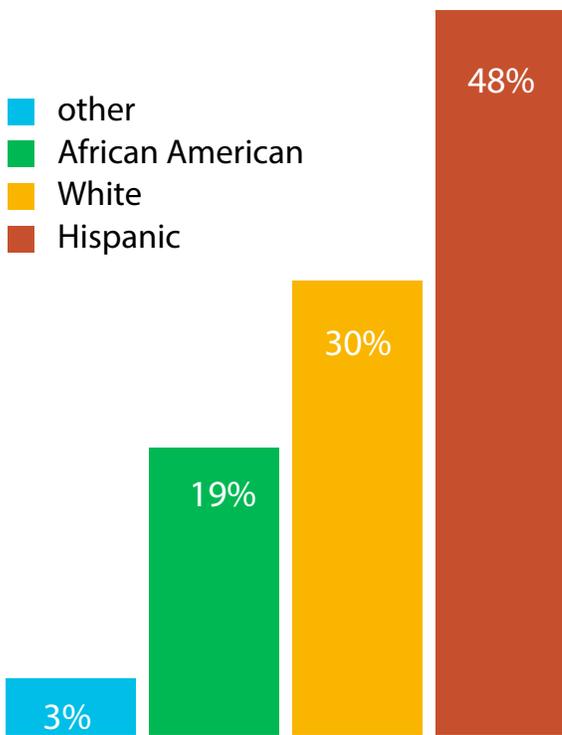
# CAC: 2014 stats-at-a-glance

## MEET MACK

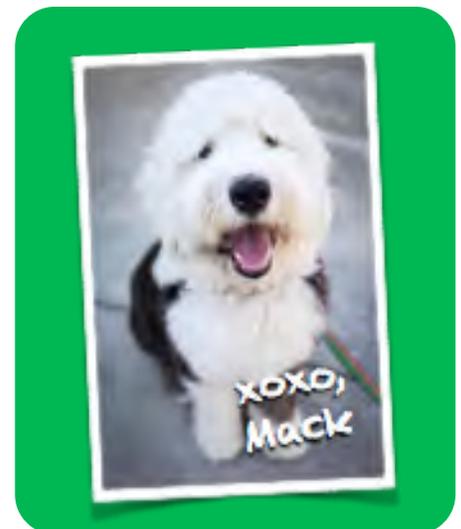
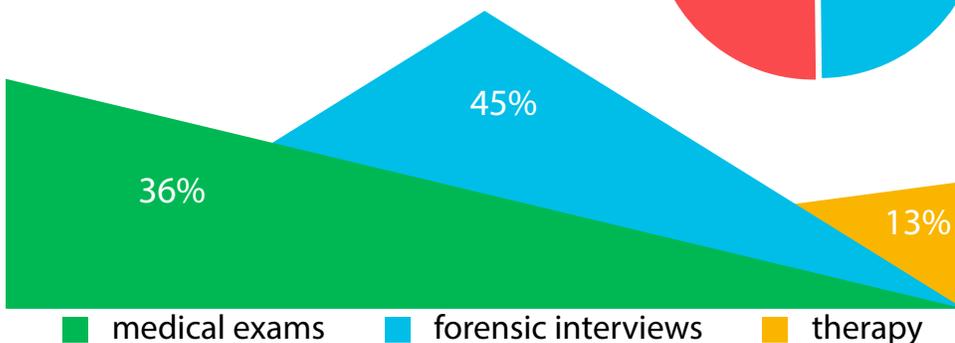
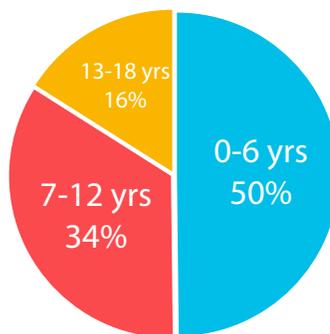
Mack, an adorable Old English Sheepdog, is the newest member of the CAC team. He is in special training to be a certified therapy dog onsite. The goal is to have him provide comfort and affection to clients at the center, whether it be in therapy sessions, during forensic interviews, or even simply interacting with him around the facility. Mack was very carefully chosen for his calm demeanor, friendly manner, obedient nature and charm. He has adapted extremely well to the office environment, seemingly unbothered by the amount of business going on and people he sees and meets on a regular basis. He is affectionate and playful, but calm when he needs to be. He is a unique addition to an equally unique center.



- other
- African American
- White
- Hispanic



- sexual abuse
- physical abuse
- witness to violence
- neglect



# JUVENILE COURT

The Juvenile Court, CFS and the Probation Department have a collaborative relationship that supports a joint problem solving atmosphere. A bi-monthly meeting enables the Juvenile Court Judges, CFS Managers, CFS Court Supervisors and staff, attorneys, mediators, County Counsel and other parties to discuss legal requirements, case issues, court processes and exchange information. Additionally, a manager from CFS chairs a monthly Court Coordination meeting which provides an opportunity to discuss new laws, review court processes and legal issues impacting court cases and identify training issues.

## COURT ORIENTATION VIDEO

The court orientation video is presented at court to provide clients with a realistic view of the Juvenile Court process. The video highlights testimonials from clients who have been through the court dependency process.



Juvenile Dependency Court Actions	2014 totals
Packets	5,351
Jurisdictional Hearing	1,482
Permanency Hearings	545
Parental Change in Circumstances	2,524
Other	103
Petitions	1,658

*Juvenile Dependency Court handles matters involving minors under the age of 18 who have been victims of abuse or neglect by parents or guardians.*

# FAMILY VISITATION AND SUPPORT CENTERS (FVSC)

In June 2013, FVSC began operation. The centers provide increased interaction between children and parents while providing assessment opportunities for the social worker. Visitations are integral to reunification cases and provide an avenue to maintain parent-child bonds while increasing parental skills, improving interactions and developing relationships. These centers are located throughout the county in multiple locations to ensure accessibility.



2014 FVCS VISITS			
Referrals	Supervised visits	Unique children	Total child visits (may include more than one child)
910	11,208	1,388	23,670

## RISK ASSESSMENT MEETING (RAM)

The Risk Assessment Meeting (RAM) is a preliminary case assessment process used to assist Social Workers (SWs) in assuring appropriate and thorough investigation, services, safety planning and review of legal issues. The RAM is mandatory and is used when handling all high risk referrals (although it may also be used on other referrals), when additional assessment is needed or when the same family receives multiple referrals. High risk referrals include:

- Children who are age five (5) and under (i.e., 5 years and 364 days old), with allegations of physical abuse (PA), sexual abuse (SA) or severe neglect (SN),
- Children who are non-ambulatory (i.e. children with special health care needs/disabilities). Note: This excludes infants who have not reached this milestone.
- All children who are developmentally delayed,
- All children age six and above who suffered physical harm due to the actions or inactions of the parent/caregiver.

- All Immediate Response referrals (IRs), and
- All out-of-home abuse (OOHA) referrals for children under the age of 18.

**Note:** If a child within a sibling set meets one of the “high risk” criteria, a RAM will be completed for that investigative referral.

	2011	2012	2013	2014	TOTAL
Central	23	14	12	9	58
Eastern	72	19	54	26	171
North Desert	97	87	57	81	322
Western	36	9	5	5	55
Total	228	129	128	121	606

# TEAM DECISION MAKING (TDM)

*The goal of a TDM meeting is to reach a consensus regarding the best options to protect the child as well as preserve or reunify the family.*



Team Decision Making (TDM) meetings are a collaborative process which include parents, family members, CFS staff, the child (when appropriate), the family's support networks, community partners, service providers, resource parents and other family supports. Use of TDMs ensures quality placement decisions are made in determining whether a child can remain safely at home or whether an out-of-home placement is required.

## TDM FREQUENCY BY TYPE AND YEAR

	2012	2013	2014
Emergency placement	152	126	156
Exit from placement	87	63	64
Imminent risk of placement	486	615	609
Placement move	274	293	264
<b>TOTAL</b>	<b>999</b>	<b>1,097</b>	<b>1,093</b>

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# SYSTEM IMPROVEMENT PLAN (SIP)



The CFS SIP was developed in collaboration with California Department of Social Services (CDSS) and the County of San Bernardino Probation Department. Representatives from the community, faith based organizations, healthcare agencies, law enforcement, mental health agencies, Juvenile Court, Foster Care and Group Homes, local Tribes, California State University at San Bernardino and representatives from other county departments participated in focus groups and workgroups to develop the SIP.

Once a goal is reached, another must be selected as part of the plan's built-in Continuous Quality Improvement (CQI). The two primary goals set by CFS are:

- **Decrease reunification timelines**
- **Increase permanency for children in care**

Several strategies were developed to achieve SIP goals. Each strategy has specific time limited milestones attached to them.

The SIP was developed in collaboration with California Department of Social Services (CDSS) and the County of San Bernardino Probation Department. Representatives from the community participated in focus groups to develop the SIP.

The most recent annual report submitted on February 1, 2015 can be viewed at:

<http://hs.sbcounty.gov/pddhandbooks/Handbook%20PDFs/SIPAnnualProgressReport.pdf>

# SIP GOAL - REUNIFICATION

The majority of children in out-of-home placements are eventually reunified with their family. The SIP identified *timely* reunification as a need. The SIP developed five strategies to reduce the timeline for families to reunify.

1. Increase Team Decision-Making meetings (TDMs) to enhance early engagement of parents.
2. Increase and enhance the role of Parent Partners in early engagement.
3. Implement Safety Organized Practice (SOP) techniques.
4. Increase training and support to parents, relatives and caregivers.
5. Emphasize reunification planning to facilitate early reunification of children and parents.



	2011	2012	2013	2014
Number of children reunified	1,084	1,080	1,078	1,078

# SIP GOAL - REUNIFICATION (continued)

Reunification is the primary means by which children exit care. Family Reunification provides time-limited intervention and support services to families of children who have been removed from their home. The goal of these services is to create a safe environment so the child can return home.



## CONCURRENT PLANNING

While reunification is the primary goal, concurrent planning ensures that CFS locates a permanent family for children at the earliest possible point following a child's entry into foster care. Permanency goals may include guardianship or adoption.

Concurrent planning has improved times for permanency after a child is placed in out-of-home care. The figures above show improved timely progress to adoption over the past 3 years.

CHILDREN EXITING AT ANY TIME IN CARE	2011	2012	2013	2014
Reunified	1,084	1,080	1,078	1,078
Adoption	251	386	408	410
KinGAP	38	78	138	133
Other Guardian	51	101	89	86
<b>TOTAL</b>	<b>1,424</b>	<b>1,645</b>	<b>1,713</b>	<b>1,707</b>

# SIP GOAL - PERMANENCY

Permanency is achieved when a child exits out-of-home care to reunification, guardianship or adoption. This SIP measure seeks to improve permanency results for children who have been in care for 24 months or longer. The six strategies related to improving permanency are:

- Expand and optimize mentoring programs for children/youth in care over 24 months.
- Expand and optimize mentoring programs for parents and caregivers of children/youth in care over 24 months.
- Increase and enhance transition from group homes to less restrictive settings.
- Improve accuracy of CWS/CMS data entry regarding Non-Related Legal Guardians (NRLG).
- Improve matching of children/youth to foster homes, which increases the likelihood of permanency.
- Systematically reassess parents, relatives and supports as potential permanency placements for children in care longer than 24 months.

At the end of 2014, the permanency figures showed that San Bernardino County had achieved the goals targeted in the SIP.

<b>CHILDREN EXITING AT ANY TIME IN CARE</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Adoption	251	386	408	410
KinGAP	38	78	138	133
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# 2014 ADOPTION EVENT

On November 20, 2014 the San Bernardino County Children and Family Services Department and the families of 80 foster and kinship children celebrated the finalization of the children's adoptions. The celebration and adoption finalization ceremonies were held at the Ontario Convention Center. Several hundred people attended the event including extended family members of the adoptees, special guests and speakers, as well as representatives from the many agencies and county departments which played a role in helping the relationship between the children and their families become permanent. All of the children had been living with their adoptive families for some time, but they were legally and permanently united in legal ceremonies performed by San Bernardino County Juvenile Dependency Court Judges.



This year forty-seven children under the age of three were adopted, with half being adopted by relatives. This is the largest number of children age three or younger ever adopted at this annual event.

"We have many children, from toddlers to teenagers, in our care who aren't able to safely return home," said Randall Schulz, Director of CFS. "It's very exciting knowing so many families in our community are willing to give their love to our kids by making them a part of their family through the life-long commitment of adoption."

The event also featured the CFS Heart Gallery in conjunction with Heart Gallery of America, Inc. The Heart Gallery features photos of children with special challenges who are in need of committed families that can meet their special needs and provide the security of a loving family.

Children and Family Services facilitates approximately 400 adoptions per year.



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# THE 2014 HEART GALLERY and the CALIFORNIA KIDS' CONNECTION

The Heart Gallery and the California Kids' Connection are two of the tools which CFS uses to reach out to adoptive families. The Heart Gallery is a photo gallery featuring children awaiting adoption. The California Kid's Connection website is the leading recruitment tool for finding permanent families for children residing in California. The CFS Heart Gallery is featured on both The Heart Gallery of America website and the CFS county website ([sbcounty.gov/cfs](http://sbcounty.gov/cfs)) and the CFS Facebook page ([facebook.com/SBCountyCFS](https://facebook.com/SBCountyCFS)).

*The child pictured below was adopted as a result of this campaign.*



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# SIBLING PLACEMENT

Children and Family Services seeks to place siblings together whenever possible in order to maintain the sibling relationship, enhance well-being, assist in reunification and advance the cause of permanency. Point-in-time data from October 2014 shows that CFS has been effective in increasing sibling placements and has an overall higher sibling placement rate than the state as a whole.

	<b>Number of instances</b>	<b>Placements with all siblings</b>	<b>Placements with all or some siblings</b>
San Bernardino County	3,376	55.9%	77.3%
State of California	38,748	50.6%	71.4%

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# POST-ADOPTION SERVICES



Services provided by CFS after adoption include crisis counseling, support groups, parenting classes and resource information to stabilize adoptions and enhance permanency efforts. Children and Family Services provided approximately 480 adoptive families with advocacy and counseling services in 2013-2014.

# KINSHIP

To protect children from abuse and neglect after attempts to stabilize their families have failed, out of home placement is a necessary final step.

In order to lessen the trauma associated with being removed from their homes, the priority is to place children with people who are familiar to them, such as relatives, extended family members and/or siblings whenever possible. These “kinship” placements promote emotional well-being and maintain family connections as well as cultural and familial customs to which the children are accustomed.

The number of children placed with relatives has increased markedly since 2010. In 2014, almost 36% of children who were removed from their homes were placed with relatives.



***In 2014,***  
almost 36% of  
children who were  
removed from their  
homes were placed  
with relatives.

Year	Number of kin placements	Percentage of kin placements
2014	3,181	35.5%
2013	2,942	34.9%
2012	2,596	33.4%
2011	2,234	32.1%
2010	1,974	26.9%

Source: DP02 Selected Social Characteristics in the United States ACS 1-Year Estimates

# KINSHIP (continued)

## *Kinship Guardianship Assistance Payment (KinGAP)*

The Kinship Support Services Program and Kinship Centers help strengthen families who are raising their kin by providing them with information, community resources, education, and other services. Kinship placements maintain family traditions, and children move less and experience fewer behavioral, educational and/or health problems.

KinCare in all regions has steadily increased from 1,974 in 2010 to 3,181 in 2014. In 2013, 33% of San Bernardino County children in kinship care resided in the San Bernardino area (Central/Eastern Regions); 22.3% resided in the North Desert Region and 21.0% lived in the Western Region.

The availability of support services to kinship families helps reduce the number of children entering the foster care system, reduces program costs, reduces disruption of family life and increases access of caregivers to resources.

## Kinship Placements

	2012	2013	2014
<b>Central</b>	651	705	724
<b>Eastern</b>	570	598	670
<b>North Desert</b>	673	744	711
<b>PRD/ ICT/ Court</b>	195	312	398
<b>Western</b>	507	583	678
<b>Total</b>	2,596	2,942	3,181



# INDEPENDENT LIVING PROGRAM (ILP)

The Independent Living Program (ILP) is designed to ensure that the skills, resources and supports necessary to transition to an independent adulthood are provided to youth/young adults in foster care who are age 16-21.

Approximately 561 youth were eligible to participate in ILP in 2014. Youth may participate in San Bernardino County ILP at age 16 and continue until age 21. Participation is voluntary and youth who do participate receive incentives for their attendance. Workshops include training in money management, job skills, educational planning and interpersonal skills, as well as home economics.



ILP ACTIVITIES 2014-2015	ATTENDANCE
Career/job guidance	321
Consumer skills	156
Education	624
Education - financial assistance	98
Education - post-secondary	389
Employment - vocational training	249
Financial assistance, other	229
Health care	285
Home Management	176
Housing options/locations/THPP	218
Interpersonal/social skills	249
Mentoring	158
Money management	171
Needs assessment	391
Parenting skills	59
Room & board financial assistance	6
Transitional housing	31
Transportation	115

# TRANSITIONAL CONFERENCES (TC)



Transitional Conferences (TCs) are youth-centered meetings, designed to assist in the transition to self-sufficiency. CFS, community partners and agencies, and other support persona invited by the youth attend TC meetings. TCs begin at age 16 and continue annually until the youth exits foster care, up to age 21.

Location of TC	2013	2014
Central	44	49
Eastern	52	44
N. Desert	53	64
Western	99	97



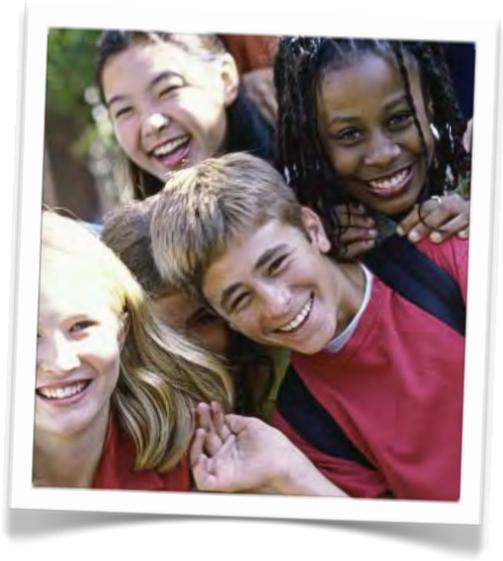
# EXTENDED FOSTER CARE (EFC)

The California Fostering Connections to Success Act (AB12, 2010), also known as Extended Foster Care (EFC), allows foster care for eligible youth to extend up to age 21.

Eligible foster youth are designated as “non-minor dependents” (NMDs). This legislation also recognized the importance of family and permanency for youth by extending payment benefits and transitional support services for the Adoption Assistance Program (AAP) and the Kinship Guardianship Assistance Payment (Kin-GAP) Program.

**Goals and benefits include:**

- Foster youth will be able to maintain a safety net of support while experiencing independence in a secure and supervised living environment.
- Provides youth extended time as “non-minor dependents” to obtain educational and employment training opportunities which assist youth in becoming better prepared for successful transition into adulthood and self-sufficiency.



In 2014 CFS averaged 288 EFC participants per month, reaching a steady monthly average of 300 from September to December.

Year	Turned 18 while in care	Stayed in foster care 30 days or more past 18th birthday	Percentage who stayed in foster care	Exits	Re-entries
2014	210	180	85.7%	113	33
2013	244	203	83.2%	63	29
2012	258	216	83.7%	18	11



In 2014, the rate of EFC- eligible participants who opted to stay in foster care increased to

# 85%

# 8<sup>TH</sup> ANNUAL SPORTS FAIRE

Children and Family Services' highly successful Annual Foster and Kinship Sports Faire is a collaboration between CFS and numerous agencies and organizations.

The 8th Annual Sports Faire, "Tackling Life's Challenges Through Education, Physical Activity and Sports" was held on June 21, 2014. The Faire was attended by 301 youth and 85 foster parents and caregivers. Also, 38 exhibitors provided resources to the youth and families.

The Sports Faire provides foster youth, kinship youth and probation youth with a day of training in sports fundamentals, with the goal of instilling a lifelong appreciation of exercise, nutrition, healthy living and learning.



301  
youth attended the  
2014 Sports Faire.

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## FAMILY ADVOCACY AND RESOURCE SERVICES (FARS)

The FARS unit promotes full engagement by parents and helps to achieve positive outcomes. FARS services include Parent Partners and Domestic Violence Counselors. Parent

Partners have experience in the Child Welfare System either as a parent who successfully reunited with their children; or as a care provider or foster parent. Parent Partners provide an orientation to parents who are new to the court process and share their experiences within the system to guide parents and families toward positive outcomes.



In December 2014, CFS had seven Parent Partners on staff. This staff attends a statewide Parent Partner Advisory Committee. Two male Parent Partners have become involved with the Supporting Fatherhood Initiative to help in planning and recruiting more participants. In 2014, the Parent Partner database was fully implemented and helps track Parent Partner activities.

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## EDUCATIONAL LIAISONS (EL)

Children and Family Services' Educational Liaisons (ELs) have experience in education as well as an in-depth understanding of the child welfare system. Educational Liaisons work alongside social workers, care providers and educators to ensure the most appropriate K-12 educational opportunities for foster youth throughout San Bernardino County. They also assist with school registration, guidance with academic and behavioral concerns, and have extensive knowledge of relevant educational legislation pertaining to youth in foster care. Educational Liaisons attend Transitional Conferences and offer a valuable perspective in regard to college and vocational training opportunities.

*In 2014, a record-breaking*

**70%** *of seniors who were in an open foster care placement*

*were on target to graduate from high school.*



# PARTNERSHIPS

San Bernardino County has a long history of initiating collaborative activities and partnerships to address the needs of abused, neglected and at-risk children. Children and Family Services (CFS) understands that collaboration is essential to achieving our goals. Partnerships include:

## **Children’s Network and Children’s Policy Council**

Children’s Network was created to identify gaps and overlap in services, and provide a forum for clarifying perceptions and expectations among and between agencies and the community. Children’s Network also sets priorities for interagency projects and implements collaborative programs, public and private, to ensure better, more comprehensive services to children and youth. The overall goal of Children’s Network is to help at-risk children by improving communication, planning, coordination, and cooperation among youth-serving agencies.

The Children’s Policy Council is San Bernardino County’s official Child Abuse Prevention Council. The Policy Council consists of department heads from those County agencies that provide services to children and other agencies concerned with children’s issues. Representatives from Community Based Organizations (CBOs) and the public are also invited to participate in planning discussions. Additionally, the Children’s Policy Council serves as the directing board of a larger collaborative team, the Children’s Network, which addresses children’s issues. The San Bernardino County Children’s Network aims to create improved outcomes for “children at risk”.

## **Children’s Fund**

Since their inception in 1986, Children’s Fund has partnered with Children and Family Services, meeting gap needs for children and enhancing services through privately fundraised dollars. By leveraging resources, Children’s Fund is able to provide safety-net services to support foster youth toward success. This support includes: Computer Camp (which provides laptops, printers and training); acknowledging all San Bernardino

County foster youth on their birthday and the holidays with gifts to ensure they know they are cared for; beds/bedding so a child does not have to sleep on the floor or couch; orthodontic support for children; and grant scholarships and mentorships for foster youth attending college. Together, Children’s Fund and CFS are there to meet the needs and create a better future for the children in our care.

## **Department of Behavioral Health**

The Department of Behavioral Health (DBH) and CFS have an extensive history of partnership. Children and Family Services partners with DBH to provide substance abuse and mental health services, both inpatient and outpatient, to CFS clients.



# THE KATIE A. CORE PRACTICE MODEL

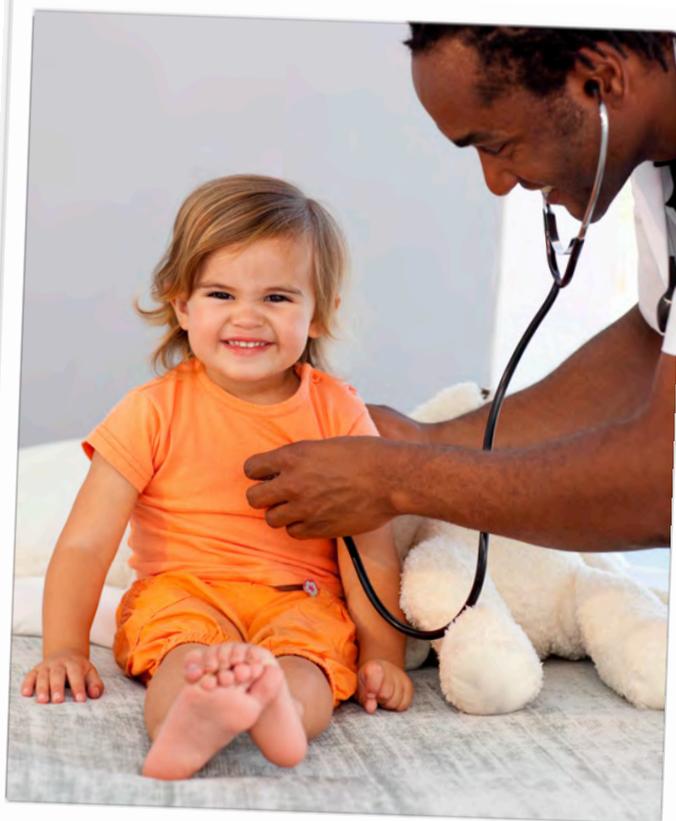
In 2014, CFS and the Department of Behavioral Health (DBH) worked to revise the screening and assessment protocols under the Katie A. Core Practice Model (CPM). The referral process was revised to incorporate existing mental health screenings through the Healthy Homes (HH) and Screening Assessment Referral Treatment (SART) programs. Policy and procedures have also been instituted for follow-up screenings during case plan updates. Child and Family Team (CFT) meetings have been implemented in all regions.

Healthy Homes (HH) is a collaborative program between DBH and CFS which seeks to ensure early identification, assessment, and treatment of the mental health needs of children in out-of-home care. The program is intended to increase the stability of children in out-of-home placement, increase the potential for reunification and maximize their function in their family, school, and community. During the 2013-2014 fiscal year, the Healthy Homes program received 1,153 referrals countywide, completed 435 screenings, provided early interventions to 135 families and provided various other services to 989 families.

Consolidating and revitalizing these referral and screening processes has been phenomenally successful. According to recent figures, the number of screenings and assessments for mental health services increased from 894 in 2013 to 3,792 in 2014. In addition, for the last 6-month reporting period, almost 600 children were provided with Specialty Mental Health Services.

CFS has established an Administrative Joint Management Steering Committee with DBH that is guiding implementation of the directives under the CPM. The establishment of a joint management structure ensures that gains made in providing Mental Health Services are sustained.

Screening Assessment Referral Treatment (SART) is an evidence-based program designed to improve the social, developmental, cognitive, emotional and behavioral functioning of high-risk and multiple-risk children from birth through age 5, and improve their lifelong outcomes. The SART program screens, assesses, and refers children and their families for treatment through a standardized process.



# DEPARTMENT OF PUBLIC HEALTH (DPH)

CFS partners with DPH to provide Public Health Nurses (PHNs) to monitor medical and dental assessments and treatment plans and maintain “Health and Education Passports” of children in foster care. The PHNs track medical and dental visits and determine whether children should be referred to specialists. Additionally, the PHNs follow up on children with special health care needs, provide home assessments and hands-on training to parents, caretakers, staff and the public. Another important service provided by PHNs are bi-annual visits with children who are prescribed psychotropic medication. The PHNs monitor medication usage, train care providers on administration of medication and educate the youth about their medications.



## SERVICES PROVIDED BY PHNs IN 2014 INCLUDE:

**27,758** *first-time Health and Education Passports and Passport updates*

**19,925** *children in coordinated care*

**6,655** *consultations with Social Workers, Probation Officers, care providers and others*

**3,875** *out-of-office visits (including homes, schools, hospitals, doctors' offices, shelters, group homes, etc.)*

**2,566** *court interviews (including 274 psychotropic medication reviews)*

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# PROBATION

The Probation Department and CFS work collaboratively on the California Child and Family Services Review (C-CFSR) process. The C-CFSR provides the basis for the System Improvement Plan. The Welfare and Institution Code Section 241.1 provides that all children who come under the description of both the dependency and delinquency courts shall be assessed by both the probation department and the dependency court. Since there are no provisions in the law for the children to be dependents of the court and wards of the court at the same time, one of the two departments shall have primary responsibility for supervision of the children. Thus, the purpose of this assessment is to determine and recommend to the delinquency court which department shall best serve the interests of these children and the community. The WIC 241.1 Joint Assessment Probation Cases Unit of the dependency court shall follow these cases through the disposition hearing.

The California Child and Family Services Review (C-CFSR) is comprised of county child welfare system reviews and maximizes compliance with federal regulations. The C-CFSR is a cyclical process which begins with the identification and analysis of the current system, implementation of solutions which are tested, and an ongoing evaluation and revision of those solutions for continuous improvement. This active process is repeated on a continuous basis to meet the changing needs of the system over time.

Part of the ongoing evaluation process is the County Self-Assessment (CSA). The CSA is a comprehensive review of the child welfare and probation placement programs, from prevention and protection through permanency and aftercare. The CSA is completed every five years by the county in coordination with their local community partners as outlined earlier. The CSA is the analytic vehicle by which counties determine effectiveness of current practice, programs and resources across the continuum of child welfare and probation placement services and identifies areas for targeted system improvement.



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## INDIAN CHILD WELFARE ACT (ICWA)

In 1978, Congress passed the Indian and Child Welfare Act (ICWA) to protect the best interests of Indian children and families. This act promotes the stability and security within Indian tribes; establishes minimum federal standards for the removal of Indian children from their families; ensures placement of such children in foster or adoptive homes which will reflect the unique values of Indian culture. The ICWA provides direction to counties on how CFS should work with Indian tribes in the operation of Child Welfare programs.

Children and Family Services works directly with local tribes and tribal organizations to ensure child

welfare staff have the cultural and policy training they need to ensure adherence to the law. This year, CFS was proud to host the first Tribal Star Training for Juvenile Dependency Court Bench Officers and Attorneys from San Bernardino and Riverside counties. Our ICWA Liaisons also attended the California Statewide ICWA Conference and the Fort Mojave Cultural Indian Conference. Children and Family Services regularly communicates with Fort Mojave, Chemehuevi, Morongo, Soboba, Colorado River Indian Tribe and Indian Child and Family Services to ensure good teamwork and problem solving on all ICWA cases.

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# THE EARLY CHILDHOOD EDUCATION (ECE) BRIDGE

A Child Welfare and Preschool Services Collaboration

Approximately 37% of children in placement are 5 years of age or younger. These children are more likely to have developmental disadvantages and/or behavioral and emotional problems. Early interventions can promote optimal developmental outcomes in infants and toddlers. This intervention can set the child and family on a more positive path for improved health and development.

In 2010, an agreement was signed by Preschool Services Department (PSD) and CFS to solidify our partnership and establish program goals. The ECE Bridge Program began with 7 generalists from PSD who spent 4-6 hours per week in each CFS office. Every child under age 5 coming into placement is assessed for resources and the caregivers were contacted to encourage their participation in Preschool Services programs.

Since the inception of the project, children in foster care who have been served by Preschool ECE Bridge programs have increased by more than 112%.

The ECE Bridge Program is an effective response to increased need for early intervention services. It is a specialized gap-filling service at a critical time in the child's life.



The CFS Executive Team would like to thank the

# 2014 Annual Report Committee

for their work in producing this year's annual report.



**Sean Christy**  
Statistical Analyst



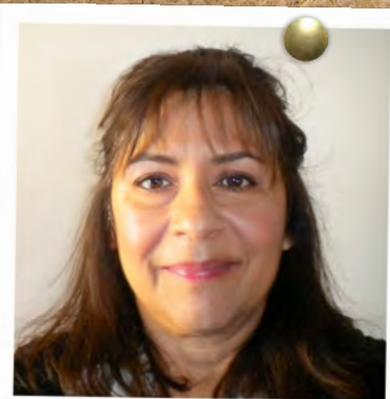
**Kelly Cross**  
Statistical Analyst



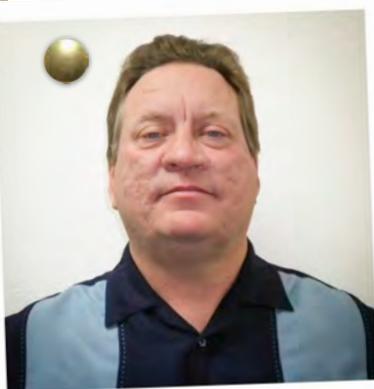
**Shay Daniel**  
CAC Medical Program Specialist



**Lori Elinsky**  
Supervising Social Service Practitioner



**Liz Gallegos**  
Staff Analyst II



**Rod O'Handley**  
Program Specialist II



**Christopher Rinewalt**  
Statistical Analyst

# OFFICE LOCATIONS

## Children and Family Services Administration

150 Lena Road, San Bernardino, CA 92415 • (909) 388-0242

### CAAHL

Local: (909) 384-9233  
Toll Free: 1-800-827-8724  
Fax: 909-891-3545 or  
909-891-3560

### Fontana

17621 Foothill Blvd  
Fontana, CA 92335  
Reception: 909-428-4201  
Fax: 909-428-4314

### Rancho

9518 East 9th Street  
Rancho Cucamonga, CA 91730  
Reception: 909-945-3762  
Fax: 909-945-3785

### San Bernardino

1094 South E Street  
San Bernardino, CA 92415  
Reception: 909--388-1900  
Fax: 909--381-1062

### San Bernardino

1504 Gifford Avenue  
San Bernardino, CA 92415  
Reception: 909--386-1100  
Fax: 909--386-1913  
Secretary's fax: 909-386-1914

### Yucca Valley

56311 Pima Trail  
Yucca Valley, CA 92284  
Reception: 760-228-5300  
Fax: 760-228-5321

### Barstow

1900 East Main Street  
Barstow, CA 92311  
Reception: 760-957-1540  
Fax: 760-957-1555

### Needles

1090 East Broadway  
Needles, CA 92363  
Reception: 760-326-9293  
Fax: 760-326-9340

### Victorville

15020 Palmdale Road  
Victorville, CA 92392  
Reception: 760-243-6640  
Fax: 760--243-6656

To report child abuse, call the Child Abuse Hotline at

**1-800-827-8724**

**909-384-9233**

or dial **211**.

San Bernardino County is geographically the largest county in the contiguous United States.

At 20, 105 square miles it is larger than nine states. The county borders Orange, Los Angeles, Kern, Riverside and Inyo Counties. The county also borders the states of Nevada and Arizona.

Children and Family Services provides child welfare services throughout the entire county through several regional and divisional offices and an administrative office.

The Centralized Child and Adult Abuse Hotline (CAAHL) provides service to the entire county.





Children and Family Services