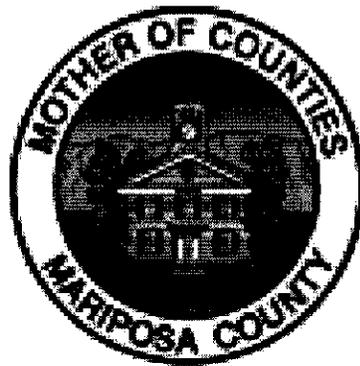


**California Child and Family Services Review
System Improvement Plan**

**Mariposa County
Department of Human Services
Child Welfare Services and Juvenile Probation Department**

April 30, 2010 to April 30, 2013



**Conducted by
Mariposa County Department of Human Services
Child Welfare Services and Juvenile Probation**

**James Rydingsword, Director of Human Services
Nancy Bell, Deputy Director of Social Services
Gail Neal, Chief Probation Officer**

**Submitted to the California Department of Human Services
Children and Family Services Division**

April 30, 2010



COUNTY of MARIPOSA

P.O. Box 784, Mariposa, CA 95338 (209) 966-3222

KEVIN CANN, CHAIR
JIM ALLEN, VICE-CHAIR
BRAD ABORN
LYLE TURPIN
JANET BIBBY

DISTRICT IV
DISTRICT V
DISTRICT I
DISTRICT II
DISTRICT III



MARIPOSA COUNTY BOARD OF SUPERVISORS

MINUTE ORDER

TO: JIM RYDINGSWORD, Human Services Director
FROM: MARGIE WILLIAMS, Clerk of the Board *MW*
SUBJECT: Approval of Consent Agenda

THE BOARD OF SUPERVISORS OF MARIPOSA COUNTY, CALIFORNIA

ADOPTED THIS Order on

ACTION AND VOTE:

Approval of Consent Agenda

Supervisor Turpin referred to item 114 and asked that Human Services come back and give the Board a briefing when the Plan is approved

CA-114 **Human Services/Probation**
Review, Approve and Authorize the Board of Supervisors Chair to Sign the State-mandated Self Improvement Plan; Authorize the Human Services Department to Submit the Plan to the State and Make Minor Changes to the Document as May be Requested by the State in their Final Review; Res. 10-252

Cc: File

DEPARTMENT: Human Services & Probation

BY: James Rydingsword & Gail Neal
PHONE: (209) 966-2000

Julia Brown
HJ

RECOMMENDED ACTION AND JUSTIFICATION:

Developed in conjunction with our community partners, it is respectfully recommended that your Board (1) review the State-mandated California Child and Family Services Review (C-CFSR) Self Improvement Plan (SIP) for Mariposa County; (2) authorize the Chairman to sign the Plan and (3) authorize the Department to submit the plan to the State and make minor changes to the document as may be requested by the State in their final review.

BACKGROUND AND HISTORY OF BOARD ACTIONS:

The Self Improvement Plan is part of a three-year cycle to continually improve our County's services for children served by Child Welfare and Probation. In April of 2009 a Peer Quality Case Review for selected cases from Probation and Child Welfare occurred. Staff from nine other counties assisted to review and offer suggestions. Since then your Board approved an extensive document that discussed services (and service gaps) for children in Mariposa County – the County Self Assessment. We now present the Self Improvement Plan (SIP) - our plan for both Probation and Child Welfare for how we plan to improve our services over the next three years. This plan was developed with input from a number of providers and interested partners in the community. A new element this cycle, this plan incorporates the Office of Child Abuse Prevention (OCAP) information and planning cycle. OCAP programs/funding include Child Abuse Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention Program (CBCAP), Promoting Safe and Stable Families (PSSF) and County Children's Trust Fund (CCTF). OCAP has approved that portion of the plan. The Outcomes and Accountability Branch is reviewing the document and there may be minor changes based on their review.

Financial

Submission of this plan does not have a financial impact. Failure to submit the same would have a cost impact in that our allocations could be reduced or delayed.

ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:

- Continue services without this service strategy
- Continue services with a modified version of this service strategy.

Financial Impact? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Current FY Cost: \$	Annual Recurring Cost: \$
Budgeted In 2009/10 FY? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Partially Funded		
Amount in Budget: \$ _____		List Attachments, number pages consecutively
Additional Funding Needed: \$ _____		Mariposa County Self Improvement Plan pgs 1-88
Source:		
Internal Transfer _____		
Unanticipated Revenue _____ 4/5's vote		
Transfer Between Funds _____ 4/5's vote		
Contingency _____ 4/5's vote		
<input type="checkbox"/> General <input type="checkbox"/> Other		

CLERK'S USE ONLY:

Res. No.: *10-252* Ord. No. _____
 Vote - Ayes: *5* Noes: _____
 Absent: _____
 Approved
 Minute Order Attached No Action Necessary

COUNTY ADMINISTRATIVE OFFICER:

Requested Action Recommended
 No Opinion
 Comments:

The foregoing instrument is a correct copy of the original on file in this office.

Date: _____
 Attest: MARGIE WILLIAMS, Clerk of the Board
 County of Mariposa, State of California

By: _____
 Deputy

CAO: *[Signature]*

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System Improvement Plan

Introduction:

The System Improvement Plan (SIP) is the operational agreement between the State and the County defining actions the County will implement to improve outcomes for children, youth, and families. The System Improvement Plan is based upon a review and prioritization of improvement needs and goals identified through a review of Quarterly Performance Reports, the findings of the Peer Quality Case Review, the County Self-Assessment, and the System Improvement planning process. While several priority areas were identified during this review, only two improvement focus areas for Child Welfare Services and one improvement focus area for Probation will be targeted in the 2010-2013 System Improvement Plan. For these areas, a commitment will be made to work for specific measurable improvements in performance outcomes to be achieved within a defined timeframe and including prevention strategies.

The Child Welfare Services System Improvement Plan (SIP) will concentrate efforts to improve performance in two primary Outcome Measures (Re-Entry following Reunification and Placement Stability). Mariposa County believes that needed systems improvement will be achieved through the implementation of the specific improvement strategies attached to the identified focus areas and has not selected additional systemic factors to be addressed. Juvenile Probation will focus on increasing the number of juvenile reunifications within 12 months.

The Mariposa County Human Services Department, Mariposa Probation Department, and the Child Abuse Prevention Council extend their appreciation to all who participated in the County Self-Assessment and System Improvement Plan processes for their contribution and to their organizations for supporting and encouraging their participation.

The Mariposa County 2010-2013 System Improvement Plan (SIP) report includes two parts:

- **Part 1 - System Improvement Plan Narrative and Matrix** provides information to explain the basis for decisions made regarding outcomes selected by Child Welfare Services and Juvenile Probation for the 2010-2013 System Improvement Plan (SIP). It includes background on the California Outcomes and Accountability System process and presents the findings from the recent Peer Quality Case Review (PQCR) and County Self-Assessment (CSA) highlighting the connection to the CWS/Probation matrix section of the System Improvement Plan (SIP). The matrix outlines the System Improvement Plan (SIP) goals, improvement strategies, milestones, timelines, and assigned leads.
- **Part II - Child Abuse Prevention Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP) and Promoting Safe and Stable Families (PSSF) Three-Year Plan** contains the consolidated requirements for counties seeking CAPIT/CBCAP/PSSF funds.

A list of System Improvement Plan participant stakeholders is attached. As required, the 2010-2013 County System Improvement Plan (SIP) and CAPIT/CBCAP/PSSF Three-Year Plan is submitted to the Mariposa County Board of Supervisors (BOS) for approval prior to final submission to the California Department of Social Services.

I. System Improvement Plan Narrative

The System Improvement Plan development process was a collaborative effort of three key partners: Child Welfare Services, Juvenile Probation, and Mariposa Child Abuse Prevention Council. In Mariposa County, Child Welfare Services (CWS) is the primary County entity responsible for all areas related to children receiving child welfare Title IV-B and Title IV-E funded services. In that role, Child Welfare Services is responsible for providing child welfare services to families experiencing child abuse and neglect. The Probation Department is responsible for assessing outcomes for foster children under its direct supervision who are receiving child welfare Title IV-B and Title IV-E funded services. Juvenile Probation is the entity responsible for providing child welfare services to children involved in the County's delinquency system and placed in out-of-home care. The Child Abuse Prevention Council's duties are related to child abuse and neglect prevention and intervention services and the Council must be an active participant in the development of the System Improvement Plan. In Mariposa County, the Board of Supervisors has designated Mariposa Safe Families, Inc to be the designated Child Abuse Prevention Council. The Child Abuse Interagency Coordination Committee is a committee of Mariposa Safe Families, Inc, the designated child abuse prevention council for Mariposa County. The committee was formed in compliance with the bylaws of Mariposa Safe Families, Inc. and Welfare and Institutions Code 18982.3. The purpose of the Child Abuse Interagency Coordination Committee is to provide a forum for interagency cooperation and coordination in addressing child abuse issues in Mariposa County because ensuring the well being of Mariposa County children and their families requires full, active participation of diverse organizations, both public and private. As required, the Child Abuse Interagency Coordination Committee provides consultation to CAPIT/CBCAP/PSSF funds-related activities regardless of whether those activities will affect Child Welfare Services/Juvenile Probation County Outcome and Accountability System outcomes. The Committee's primary role is to provide input in the areas of child abuse prevention and intervention regardless of whether or not the child or family has received child welfare or probation services.

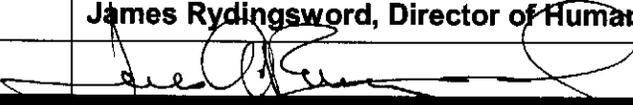
Attachments to this report include: a list of System Improvement Plan Team members; the membership of the Child Abuse Prevention Council; and the membership of the Child Abuse Interagency Coordination Committee.

The core planning team for the System Improvement Plan development was Nancy Bell, Social Services Deputy Director; Susan Arlington, Child Welfare Services Social Work Supervisor II, Connie Pearce, Deputy Probation Officer III, and Cheryl Bhalla, Executive Director of Mariposa Safe Families, Inc and the Child Abuse Prevention Council.

II. Part I – CWS/Probation

RES. NO. 10-252

A. CWS/Probation Cover Sheet

California's Child and Family Services Review	
System Improvement Plan	
County:	Mariposa County
Responsible County Child Welfare Agency:	Mariposa County Department of Human Services Child Welfare Services
Period of Plan:	2010-2013
Period of Outcomes Data:	Quarter ending: June, 2009
Date Submitted:	<i>TBD</i>
County System Improvement Plan Contact Person	
Name:	Nancy Bell
Title:	Deputy Director of Social Services
Address:	P.O. Box 99, Mariposa, CA 95338
Fax:	(209) 742-5854
Phone & E-mail:	(209) 966-2442 nbell@mariposacounty.org
Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	James Rydingsword, Director of Human Services
Signature:	
Submitted by:	County Chief Probation Officer
Name:	Gail Neal
Signature:	<i>Anita Hopman for Gail Neal</i>
Board of Supervisors (BOS) Approval	
BOS Approval Date:	
Name:	Kevin Cann, Chairman, Mariposa County Board of Supervisors
Signature:	

CWS/Probation Narrative

The Peer Quality Case Review and County Self-Assessment processes allowed opportunity for Mariposa County to appreciate the considerable amount of time that the Human Services Department and the social service community had spent on assessment activities to determine its readiness to move to a strength-based, family-focused human service delivery system and to reflect upon some of its most-pressing areas needing improvement. As a result of these activities, numerous initiatives have been implemented or are being planned for implementation. A review of literature and other state and county plans suggested possible improvement strategies for better outcomes in safety, reunification, permanence, and placement stability and several systemic factors. A 2007 System Improvement Plan focused on 3 outcome areas for Child Welfare Services: Adoption within 24 months, Placement Stability (8 days to 12 months in care), and a combined safety outcome of No Recurrence of Maltreatment and Reduced Re-entry following Reunification. Probation focused on one outcome area: Timely Probation Officer Visits with Parents. The small number of children (one to four children) represented within performance measurement percentages continued to cause outcome fluctuation, particularly in the adoption measure. The County did migrate from the Comprehensive Assessment Tool (CAT) to Structured Decision Making (SDM) risk assessment tool and are finding it more useful for risk assessment and data analysis. Its full use by the staff continues to be a goal. A receiving home was established through a contract with a foster parent, allowing for an available placement when needed but negatively impacting placement counts used to determine placement stability outcomes. A closer relationship was forged with California Department of Social Services Adoption Unit – Fresno District and participation by State Adoption staff in Child Welfare Services administrative reviews and adoption/foster home recruitment activities was achieved. OCAP funds were used to establish Family Enrichment Centers, fulfilling a recognized community need. Staff turnover continued to negatively impact Child Welfare Services operations. Advanced trainings for staff in critical thinking, concurrent planning, and CWS/CMS were conducted.

Other accomplishments cited by Child Welfare Services are:

- Increased foster parent recruitment and support through the re-assignment of Social Work staff to fulfill those duties
- Began to use Team Decision-Making and Multi-Disciplinary Team meetings for case planning
- Implemented an integrated Emergency Response Unit and reorganized Child Welfare Services Intake and Continuing units
- Regular use of SafeMeasures reports to chart progress and problems
- Implemented wraparound services for selected clients
- Established a night-time Emergency Response unit so that day staff can focus on assigned clients without the distraction of evening coverage duties
- Established Mariposa County Blue Ribbon Commission for Families and Children in Foster Care

The Probation Department implemented strategies to improve the rate of timely Probation Officer contacts with parents by increased home visitation, evening appointments, and establishing regular monthly appointments with parents.

The System Improvement Core Team considered this body of information and the limitation of their resources, as well as the progress that had been made by Child Welfare Services in the safety and adoption composites and in engaging families by Probation in evaluating which outcomes to focus on. Since several improvement strategies were already in the process of implementation and some strategies could improve outcomes in several areas, it was decided that the agencies would focus on two outcomes for Child Welfare Services: Reduced Re-entry following Reunification and

Placement Stability and one outcome for Probation: Reunification within 12 months. It was recognized further that some improvement strategies such as Team Decision-Making, Family Finding, and Concurrent Planning could benefit both Child Welfare Services and Probation and provide opportunities for partnership in their implementation.

Background

Assembly Bill 636 (Steinberg) established a new Child Welfare Outcome and Accountability System (COAS) replacing the former Child Welfare Oversight System which had focused exclusively on regulatory compliance. Pursuant to AB 636, the California Department of Social Services (CDSS) developed the California – Child and Family Services Review (C-CFSR). The C-CFSR brings California into alignment with the Federal Child and Family Services Review (CFSR) by establishing a new review system designed to promote improved Child Welfare Services (CWS) outcomes for children and families in each county in California. The vision created by the C-CFSR is that every child in California would live in a safe, stable, permanent home nurtured by healthy families and strong communities. “The purpose of the C-CFSR system is to significantly strengthen the accountability system in California to monitor and assess the quality of services provided on behalf of maltreated children”. (California Department of Social Services All County Information Notice 1-50-06)

The basis of the C-CFSR improvement and accountability system lies in a philosophy of continuous quality improvement, interagency partnerships, and community involvement with an overall focus on improving outcomes for children and families. The Outcomes and Accountability System is a four part system of continuous quality improvement incorporating a Peer Quality Case Review (PQCR), County Self-Assessment (CSA), System Improvement Plan (SIP), and Quarterly Data Reports reflecting the County performance on Federal and State Measures. The California Department of Social Services (CDSS) in conjunction with the University of California at Berkeley (UCB) developed State outcome measures to indicate performance for each county Child Welfare Services system in California. The Quarterly Data Reports are used to inform all other components of the quality improvement system, which operates on a three year review cycle beginning with the Peer Quality Case Review (PQCR). The County Self-Assessment is a macro analysis of how local programs, systems and factors impact performance on the Federal and State outcome measures in three major areas: Safety, Permanency, and Well-Being. The information and analysis included in the County Self-Assessment forms the basis for developing a System Improvement Plan (SIP) which focuses on services to families from prevention through the continuum of care.

In June 2008, the California Department of Social Services All County Information Notice 01-41-08 introduced new guidelines to integrate the C-CFSR with the Child Abuse Prevention, Intervention, and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) Three-Year Plan.

Outcomes:

Multiple data sources were considered in the process of deciding target focus areas and improvement strategies to be included in the System Improvement Plan Matrix. A review of the CWS Outcomes System Summary for Mariposa County released on January 4, 2010 and covering the data extract for Quarter 2, 2009 showed the following performance measures and Mariposa’s compliance with national standards. A summary of the data shows:

- Safety Composite and performance measures regarding No Recurrence of Maltreatment and No Maltreatment while in Foster Care all meet national standards with a positive direction in performance improvement.

- Reunification Composite showed a negative direction for performance improvement and failure to meet national standards and positive directional movement in the performance measures of: Reunification within 12 months (exit cohort); Median Time to Reunification (exit cohort); Re-entry following Reunification. Although reduced Re-entries following Reunification will be a targeted focus area, strategies to be employed such as Team Decision-Making, Structured Decision-Making, parent education, Family Finding, and a Parent Partner program should improve outcomes in the other reunification performance measures. These milestones and timelines are addressed in the System Improvement Plan Matrix.
- Adoption Composite showed Mariposa County failing to meet national standards in the areas of: Adoption within 24 months (exit cohort); Median Time to Adoption (exit cohort); Legally free within 6 months (17 months in care); Legally free within 12 months (Legally Free). National standards were met for Adoption within 12 months (17 months in care). Family Finding/Family Search and Engagement activities and enhanced concurrent planning should positively address this outcome composite. These strategies/milestones/timelines are addressed in the System Improvement Plan Matrix Goal 2 pertaining to Placement Stability.
- Long Term Care Composite and performance measures met national standards and positive performance improvement direction.
- Placement Stability Composite showed a positive improvement direction overall and the County meeting national standards in all performance measurement areas except Placement Stability (12 to 24 months in care) and Placement Stability (at least 24 months in care) which both failed to meet national standards and demonstrated negative performance improvement directional movement. Although Placement Stability (12 to 24 months in care) has been selected as a focus area, the strategies/milestones/timelines can apply to any performance measure addressing longer-term foster care situations.
- Well-being performance measures showed good performance and positive direction.

Peer Quality Case Review (PQCR) Areas Needing Improvement:

The purpose of the Peer Quality Case Review (PQCR) is to learn, through intensive examination of County social work and probation officer practice, how to improve services and practice. Mariposa County completed its second PQCR in June 2009.

In April 2009, Child Welfare Services and Probation peer reviewers from nine counties, the California Department of Social Services, and the Central Valley Training Consortium conducted the review. The focus area for Child Welfare Services was Placement Stability and the focus area for Probation was Engaging Families toward Reunification. The final Peer Quality Case Review (PQCR) report was submitted to the California Department of Social Services in June, 2009. An Executive Summary of the 2009 Peer Quality Case Review is included as an **Attachment**; however, a brief summary follows:

Child Welfare – Placement Stability

The four themes which impact placement stability that emerged were:

- Shortage of county licensed foster homes, geographic and transportation issues and a lack of local resources. Recommendations included vigorous concurrent planning efforts.
- High rate of social worker turnover and recruitment difficulties which result in too many changes for foster children and families. Recommendations included pre-placement meetings between foster youth and prospective foster families.

- The need for social worker training which includes policy change updates and current best practices. Recommendations included the practice of conducting case briefings with new workers and consistent guidance and support from supervisors.
- The need to increase concurrent planning efforts to better ensure permanency for children.

Probation- Parent Engagement toward Reunification

There were three themes impacting Parent Engagement toward Reunification that were collected from focus groups and interviews:

- Lack of local placement options for probationers and after-care services for youth returning to their families. Recommendations included implementing concurrent planning efforts.
- Limited services for parents of probationers. Recommendations included documenting all services provided and obtaining financial and transportation support for families.
- Limited community services in remote areas. Recommendations included partnering with Child Welfare Services to integrate services/ programs and share resources.

The Peer Quality Case Review process provided substantiation that placement stability in Child Welfare Services and Reunification for Probation were appropriate potential choices for focus in the System Improvement Plan. The potential improvement strategies identified have been considered in the development of the System Improvement Plan.

County Self-Assessment Areas Needing Improvement

The County Self-Assessment (CSA) is the next step in the C-CFSR process. The County Self-Assessment (CSA) is a multi-disciplinary needs assessment that is driven by a focused analysis of child welfare data. The process incorporates input from various child welfare constituents and reviews the full scope of child welfare and probation services provided within the county. It was conducted in accordance with the California Department of Social Services (CDSS) All County Information Notice (ACIN 01-41-08) that requires counties to integrate the Child Abuse Prevention Funds (OCAP) needs assessment with the C-CFSR Outcome and Accountability process. The 2010 Mariposa County Self-Assessment obtained stakeholder input through presentations at various community meetings and through a stakeholder survey.

The County Self-Assessment (CSA) was completed in January 2010. A Summary of the County Self-Assessment (CSA) is included as an **Attachment**.

The County Self-Assessment was approved by the Mariposa County Board of Supervisors on February 16, 2010.

The County Self-Assessment suggested performance areas needing improvement that would be considered and prioritized during the System Improvement Plan process. They were as follows:

Child Welfare Services:

Decrease the recurrence of abuse/neglect through the following strategies:

1. Continue implementation of wraparound services for children at risk of higher level placement
2. Extend wraparound services to all Child Welfare Services and Probation children and families through the use of team/family group meetings and family search and engagement activities
3. Recruit foster and adoption homes, in particular those who can address cultural/ethnic and special needs issues and/or sibling groups

4. Expand training program for resource homes, including relative and non-relative caregivers and provide them with enhanced supportive services

Reduce re-entries to care following reunification:

1. Increase enrollment in Mariposa Wraparound and access to services
2. Provide parent/family partners
3. Consistently use the Structured Decision-Making tool to assess risk
4. Conduct Team Decision-Making and Family Group Decision-Making meetings
5. Provide consistent, quality social worker case management services by reducing turn-over and training staff on regulations/mandates and service issues

Increase timely exits to permanency

1. Early implementation of concurrent planning activities
2. Continued concurrent planning training for staff and caregivers on their roles and responsibilities in the process
3. Encourage community understanding of children's needs for permanency and educate the community on the mandates and timelines that drive Child Welfare Services actions and Court decisions in permanency matters
4. Increase Family Search and Engagement activities and periodically re-evaluate the ability of parents to provide healthy, safe homes for their children

Probation:

Increase Timely Exits to Reunification:

1. Develop a process for engaging families in the service and reunification plan and address transportation and other barriers for their participation
2. Identify and offer a parenting course and/or support group to assist families in addressing youth and family issues
3. Provide wraparound services
4. Connect families with Parent/Family Partners, support groups, and community resources
5. Concurrent planning
6. Implement or enhance family search and engagement activities

Identified themes or strategies for the CAPIT/CBCAP/PSSF Plan:

Permanency Composite - Reunification within 12 months and Re-entry following Reunification

1. Development of a Parent Partner program
2. Family Partner mentoring
3. Assistance with forming and maintaining family connections to community resources through resources such as the Family Enrichment Centers

Systemic Factors

1. Improved system for prevention and intervention data collection for tracking, reporting and evaluation
2. Quarterly presentation of Child Welfare Services outcomes at the Child Abuse Interagency Coordination Committee
3. Continued support to caregivers through activities such as the grandparents support group
4. Development of a public agency and community strategic plan that will use OCAP and other funds to fill community gaps in service to continue to build family-focused, strength-based services for children and families

System Improvement Plan (SIP)

Taking into consideration all of the information discussed in other sections, the System Improvement Core Planning Team selected the following outcomes for System Improvement Plan focus. The Mariposa System Improvement Plan and proposed strategies are in alignment with the California Performance Improvement Plan (PIP) in the areas of permanence - Re-entry to Foster Care following Reunification, Placement Stability - reducing multiple placements, and Reunification within 12 months.

1. Improvement Goal:

Permanency 1: Children have permanency and stability in their living situations without increasing reentry into foster care.

Child Welfare Services – Re-entry following Reunification (C1.4)

This improvement area was cited by the California Department of Social Services and the County Self-Assessment process as an improvement focus area due to the County's persistent failure to meet national standards. It also is in alignment with the local interest of having children remain in their own homes and in their own county. The implementation of Mariposa Wraparound in August 2009 and Child Welfare Services' preferred use of the Voluntary Family Maintenance Program fit well with the goals of this improvement focus.

Data analysis during the County Self-Assessment (CSA) process showed that this performance outcome was affected by three children with complex family and individual issues who had several failed reunification attempts. Nonetheless, strategies will be put in place to reduce the likelihood of re-entry episodes for these and other children who are reunified. The March 2010 SafeMeasures CFSR composite report shows Mariposa falling behind the mean performance of all counties (12.04%) with a composite score of -71.58% for the period 1/09 through 12/09. Although quarterly data reports showed improvement in some quarters of the year, the County's performance overall has deteriorated from previous years (2006 = -17.40%, 2007 = -65.23%, 2008 = +17.39%, and 2009 = -17.58%). Only four counties, all with small caseloads, showed lower performance.

Improvement Targets or Goals

Mariposa County's performance on this outcome in Quarter 2, 2009 was 18.8% while the National Standard is 9.9% (3 out of 16 children were measured). This performance was improved from Quarter 1, 2009 which showed performance of 25% (3 out of 12 children were measured). Several factors impact performance outcomes with this measure. They include: fluctuation in the number of children in foster care who meet the definition of this performance measure, the impact of small numbers on statistics, and the continuing problem of staff turnover and subsequent disruption in family service delivery. Nonetheless, Mariposa County believes that good outcomes in this measure address the safety of its children and the well-being of its families, as well as providing a measure of the effectiveness of its service delivery system. Mariposa County has chosen as a goal, over the life of the System Improvement Plan, the successful reunification without reentry of two additional children resulting in a 12.55% improvement score. This success will not only demonstrate improved stability for two children and families but will achieve an outcome performance of 6.25%, thereby exceeding the National Standard of equal to or less than 9.9%. This performance outcome score is based upon 15 out of 16 children having successful reunifications (Year 1 = 18.8%; Year 2 = 12.5%; Year 3 = 6.25%).

The County will employ the following strategies to improve outcomes:

- S1.1 – Build a complete infrastructure employing Team Decision-Making/Family Group Decision-Making/Multi-Disciplinary Team meetings at every crucial junction in a referral or case, including all placement changes.
- S1.2 - Fully utilize assessment tools and outcome measure reports to increase validity and reliability of safety and risk assessments.
- S1.3 – Parent education, Parent Partners, and Mentors to be expanded, both within the Department and in the community.
- S1.4 - Family Finding and Family Search and Engagement efforts to find support systems for families, provide respite, and serve as potential resources for placement of children.
- S1.5 - Mental Health and Alcohol and Drug services without waiting periods

California Program Improvement Plan (PIP) Support

PIP Primary Strategy 1 – Expand the use of participatory case planning strategies.

Team Decision-Making (1.1.1) – Mariposa County's plan to use Team Decision-Making as the preferred approach to case planning is consistent with the PIP. Similar to the California Performance Improvement Plan, Mariposa County will develop written protocols, pay attention to the timely and accurate entry of family engagement data into CWS/CMS, and provide training for staff to develop their skills with this activity.

PIP Primary Strategy 2.1 – Increase efforts to locate mothers, fathers, and maternal/paternal family members at case onset and strengthen family connections across the life of the case.

Family Finding (2.1 and 2.6) - As a AOC family finding “pilot” county, Mariposa Child Welfare Services and Juvenile Probation will receive six sessions of training from the Administrative Office of the Courts during 2010-2011.

Trial home visits (2.2.1) – This is a reunification strategy currently used in the County.

Parent Partners (2.2.2) – Mariposa County is implementing a Parent Partner program of “cultural broker” family advocates/mentors as a service provided through Mariposa Wraparound. Mariposa Safe Families will administer the Parent Partner program and Parent Partners will be drawn from participants of Shared Leadership, a CAPIT funded program.

PIP Primary 6 – Strengthen implementation of the Statewide Safety Assessment System.

Structured Decision-Making – Mariposa County's strategy to develop written protocols and staff expectations for the full use of the Structured Decision-Making Risk Assessment Tool throughout the life of the case will support the State's Performance Improvement Plan goal of PIP Strategy 6.2, 6.2.4, and 6.2.5. Written protocols and expectations of supervisors to monitor the necessary actions required by this strategy will support PIP Strategy 6.2.

Link Activities to Outcomes (via a logic model) please see Attachment

Permanency Composite 4 – Placement Stability Measure

Placement Stability – Of all the children served in foster care during the year that were in foster care for at least 12 months to 24 months, what percent had two or fewer settings? (C4.2)

Improvement Goals:

Mariposa Child Welfare Services' performance for January – December 2009 in this measure is -51.78% below the mean score of all counties (SafeMeasures CSFR Composite Report – March 2010). This represents deterioration over preceding years (2006 = -27.67%; 2007 = 8.50%; 2008 = -15.61%; 2009 = -51.78%). CWS Outcomes System Data-Quarter 2, 2009 showed a performance of 28.6%, measuring 4 of 14 children. The National Standard is 65.4% or greater. Performance in Quarter 2 was lower than the 46.2% in Quarter 1 when 6 of 13 children were measured. In contrast, Mariposa County performance in the placement category of 8 days to 12 months in care is relatively good, showing a performance of 91.7% in Quarter 2; thereby exceeding the National Standard of 86% and achieving positive direction when compared to baseline. In addition, performance for children in foster care 24 months or more was 33.3%, while the National Standard is 41.8%. Comparing Quarter 1 to Quarter 2 statistics shows a decreasing number of children in foster care in the three measures (Quarter 1 = 48, Quarter 2 = 41).

Factors which could affect the County's performance in this measure are the use of emergency shelter care which counts as the first placement and a decreasing number of children placed in foster care. The child population in the County has decreased over recent years.

Assuming that the number of children being measured remained at 14, it would require an improvement in placement stability for six children in order to meet or exceed the National Standard of 65.4% (10 out of 14 children = 71.4%; 9 out of 14 children = 64.2%). It is unlikely that this success could be achieved with the current placement system. It could improve with more diligent Family Finding and/or Family Search and Engagement activities prior to placement in Emergency Shelter care; thus seeking the ideal of the first placement being the permanent placement. The support and involvement of kin, including serving as a placement resource, may lead to performance improvement in this measure. Also Mariposa Wraparound provides the opportunity to return or keep children in their homes either through reunification or voluntary family maintenance.

Mariposa Child Welfare Services will strive for an improved outcome for two children during the three-year System Improvement Plan, one child per year. This will result in an improved performance of 14.2% and a performance score of 42.8% which is still 22.6% below the National Standard. The first year of the System Improvement Plan will be used to hold or improve current performance while implementing Family Finding and/or Family Search and Engagement activities, including the development and implementation of written protocols/practices.

Child Welfare Services will employ the following strategies to meet or exceed this performance goal:

- S2.1 - Decrease the number of placements experienced by children during a 12-24 month period

- S2.2 – Family Finding and Family Search and Engagement efforts to find support systems for families, provide respite, and serve as potential resources for placement of children.
- S2.3 – Early concurrent planning for every placement case
- S2.4 – Minimize worker changes throughout the life of the case.

California Program Improvement Plan (PIP) Support

PIP Primary Strategy 1 – Expand the use of participatory case planning strategies.

Pre-placement meetings between foster youth and prospective foster parents enhance the ability to make a good placement match that will increase the likelihood of placement stability.

Sharing child-information with foster parents, as part of the placement process and after placement, should enhance placement stability and allow partnering between the social worker, foster parents, and birth parents in case planning.

Holding Team Decision-Making (TDM) meetings prior to placement changes provides opportunity for participatory case planning.

Primary Strategy 2.1.2 - placement with relatives within the first 60 days of placement will be supported by Family Finding/ Family Search and Engagement and Concurrent Planning activities as described above.

Primary Strategy 3 – Enhance and expand caregiver recruitment, retention, training, and support efforts – This strategy will be supported by Mariposa County through their efforts to improve and expand the foster parent training program; include foster parents in agency training when appropriate, seek increased foster parent allotments and stipends, and pursue assigning dedicated staff to serve as a foster parent liaison .

Primary Strategy 5 – Sustain and expand staff support and training – Mariposa County is committed to improving the work life of their social work staff through studying the causes of high turnover and pursuing ways to retain qualified staff.

Link Activities to Outcomes (via a logic model) please see Attachment.

Probation

Improvement Goal:

Permanency 1: Children have permanency and stability in their living situations without increasing reentry into foster care.

Probation - Permanency through Reunification (C1.2) – Of all children discharged from foster care to reunification during the year who have 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.

The average age for youth entering placement in Juvenile Probation is age 16. The vast majority of probation youth are in placement due to the need for long term behavioral and/environmental health treatment or due to having committed a sex offense. Reunification is often difficult. Probation currently has five youth in group home placement. Of those five youth, three have been in placement less than six months, one has been in placement for eight months, and one has been in placement for 2.5 years. Probation currently has two youth who transitioned from a

group home placement to the Wraparound Program. The focus for the Peer Quality Case Review (PQCR) was to examine ways to engage families toward reunification. The review indicated a need to promote the engagement of parents in case planning, regular visitation with the juvenile, involvement in family services available to the parents/family, and supportive assistance to families so they were able to participate in services. The need for a concurrent planning process and after-care services was also identified:

Improvement Targets or Goals:

Except for wards who are in a Juvenile Sex Offender Treatment Program, 90% of placement youth will be reunified with parent/guardian within 12 months of removal

The Probation Department will employ the following strategies to meet this goal:

Strategy 1.1 – Utilize Family Finding, Family Search and Engagement, and Concurrent Planning to identify support systems for families and potential placement resources.

Since the Peer Quality Case Review, Juvenile Probation has seen a 70% improvement in participation of family members in case planning for the youth and involvement in parental services. Probation attributes improvement to the following:

- The specific youth and families with whom they are currently working who are more amenable to participation
- Management meetings with staff to intensify efforts to see resistant parents
- Increasing numbers of staff home visits to assist parents who do not keep appointments at the Probation Office
- Establishing a date each month with the parents to meet and discuss the most recent developments regarding their child's case plan while in placement
- Setting evening appointments for parents who work during the day.

The Department is currently interested in the development of Family Finding, Family Search and Engagement, and Concurrent Planning to identify support systems for families and potential placement resources. They see these activities as strategies for ensuring more permanence for youth whether the youth return to their own home, the home of kin, or transition to self-sufficiency with a solid support system.

Probation is scheduled to come up on CWS/CMS (Child Welfare Services/Case Management System) in 2010-2011. This will allow the Department greater access to data and the ability to track performance outcomes.

Mariposa Juvenile Probation currently has five children in out-of-home placement. Due to their small caseload, they would like to partner with the Human Services Department and Child Welfare Services in developing and maintaining these resources.

California Performance Improvement Plan (PIP) Support:

PIP Primary Strategy 2.1 - Increase efforts to locate mothers, fathers, and maternal/paternal family members at case onset and strengthen family connections across the life of the case - Family Finding and Concurrent Planning activities are supportive of this PIP strategy.

PIP Strategy 2.2.2 – Promote “cultural brokers”, family advocates/mentors models from promising and evidenced–based practices – Juvenile Probation is an active partner in Mariposa Wraparound. Parent Partner services are a part of this Program. Mariposa Safe Families/Shared Leadership Committee, a CAPIT–funded program, will provide parent partners for Mariposa Wraparound. Mariposa Safe Families, whose infrastructure is funded in part by CBCAP dollars, has partnered with the Human Services Department Behavioral Health and Recovery Division to develop a Parent Partner Program.

PIP Primary Strategy 4 – Expand options and create flexibility for services and supports to meet the needs of children and families.

Strategy 4.3 – Expand the Wraparound Program and consequently increase the number of families receiving wraparound services. - Probation is a full partner in Mariposa Wraparound and all of its services and governance.

Link Activities to Outcomes (via a logic model): please see Attachment.

2007-2009 SIP Child Welfare Services Outcome Improvement Projects (CWSOIPs)

Counties receive an annual allocation for Child Welfare Services Outcome Improvement Projects (CWSOIPs) funding to support System Improvement Plan (SIP) goals and strategies. During Fiscal Year 2009-2010 Mariposa County Child Welfare Services has used CWSOIP funds in the following ways to support System Improvement Plan projects:

Child Welfare Services Projects

- Subscription to SafeMeasures – a child welfare services performance measurement data collection system
- Training for staff in Family Search and Engagement
- Staff time spent on Foster Parent liaison and recruitment activities
- Staff time spent for training and transition to the use of the Structured Decision-Making Risk Assessment Tool
- Staff time for case staffing and Multi-Disciplinary Team and Team Decision-Making meetings, managing trial visits, and providing comprehensive services, including parent education for successful reunification
- Attendance at quarterly Community Partners Meetings
- Attendance at monthly Child Abuse Prevention Council meetings
- Staff time working on C-CFSR activities

Probation Projects

Mariposa County Probation Department used CWSOIP's funds in 2009 to purchase a lap top computer and parenting education materials. These resources were acquired to provide in-home services to parents who could not attend community offered parenting education classes; or unable to meet with the foster youth child's probation officer at the Probation Department or group home program in order to monitor the parents and minors compliance and progress with the minor's case plan.

Mariposa County Probation Department plan to use CWSOIP's funds to support 2010-2013 System Improvement Plan goal. The following objectives will help the Probation Department meet their goal of reunification within 12 months of removal from the home:

- Staff time spent on Family Finding and Family Search and Engagement training
- Staff time spent establishing policies and procedures for Family Finding and Family Search and Engagement
- Staff time spent on Family Finding and Family Search and Engagement efforts
- Staff time spent establishing policies, procedures and implementation of Multi-Disciplinary Team and Team Decision-Making meetings
- Cost of acquiring and implementing software, and/or tools and equipment needed for Family Finding and Family Search and Engagement.
- Training costs for Concurrent Planning
- Staff time spent on Concurrent Planning Training
- Staff time spent establishing policies, procedures and implementation of Concurrent Planning to provide permanency for Probation youth removed from the home

2010-2013 SIP Development

A preliminary discussion with the County's California Department of Social Services Outcome and Accountability representative indicated that potential target focus areas for the System Improvement Plan might be Re-Entry following Reunification, Adoption within 24 months; and No Recurrence of Maltreatment. Office of Child Abuse Prevention representatives suggested improvements in the accountability areas of collecting and reporting data, evaluating the quality of services provided, and monitoring fiscal and programmatic matters. This discussion and a review of the Quarter 2 CWS Outcomes System Summary, the feedback from the Peer Quality Case Review and the County Self-Assessment, which included stakeholder feedback received through a survey and several meetings, provided the opportunity for further analysis and prioritization.

With the release of the March 22, 2010 SafeMeasures CFSR Composite report, it became clear that Mariposa County did not measure favorably when compared to other California Counties in CFSR Composite 4: Placement Stability and CFSR Composite 1: Timeliness and Permanency of Reunification with regard to timeliness and re-entry. CFSR Composite 2: Timeliness to Adoption showed fluctuating performance with more frequent performance at levels above the mean for counties. Re-entry following Reunification and Placement Stability were identified as potential improvement areas to target and strategies such as Family Finding/Family Search and Engagement and concurrent planning would be employed for these targeted areas. Improvement in these outcomes might also improve outcomes in the Adoption Composite while continuing to place emphasis on keeping Mariposa County children in their own county and in their own homes.

Discussions among the Social Services Deputy Director and Child Welfare Social Work Supervisors II and the Deputy Probation Officer III led to preliminary conclusions regarding the System Improvement Plan focus areas, improvement goals, and improvement strategies. Through the use of questionnaires and a review of the draft matrix, additional input was received from Child Welfare Services staff, Probation, Mariposa Safe Families Inc. and participants of the Independent Living Skills program during February, 2010 meetings. A survey was distributed to foster parents and caregivers. The newly appointed Director of Mariposa Safe Families, Inc. was assisted by the former Executive Director in providing feedback on OCAP issues affecting Part I and Part II of the System Improvement Plan. A review of the draft System Improvement

Plan process and improvement goals was presented to the Child Abuse Interagency Coordination Committee on April 7, 2010 for feedback and concurrence on the direction of the System Improvement Plan.

Literature Review regarding Reunification and Placement Stability:

A review of literature regarding Reunification and specifically Re-entry following Reunification, shows the following key factors are associated with Re-entry following Reunification:

Child Factors that Contribute

- Children's health, behavioral, or disability problem
- Failed placement or re-offense (Probation)
- A history of placement instability
- Child was in non-relative foster care placement

Parent Factors that Contribute

- The need for drug/alcohol services is indicated
- Parent(s) not given enough time to make needed changes (less than three months) or parent experiencing recovery/relapse issues which can take 18 months to 2 years to resolve (Although reunification may eventually occur, it does not happen within 12 months)
- Parent(s) are delayed in getting treatment because of wait lists or their own choice (Although reunification may occur, it does not happen within 12 months)
- Parental ambivalence for change/reunification
- Parent(s) lack of information about community resources
- Parent(s) lack of mental health services or how to get them
- Parental confusion over Juvenile Court process and Child Welfare Services
- Previous failed reunification attempt
- Poor parenting skills
- Parent(s) lack of social support
- Parental mental illness, substance abuse, or poverty

Family/Environment Factors that Contribute

- Family poverty or social worker's confusion over poverty versus neglect
- Inadequate housing and social worker's inability to identify safety hazards and educate parents about the risk and remedy or to provide assistance with procuring and addressing the problems

Agency Factors

- Delayed or inaccurate assessment of safety/risk factors before and after reunification
- Delayed concurrent planning efforts (Concurrent planning efforts must be early, continuous, and systematic; identify possible permanent placements for children; and seek relatives that are willing to adopt)
- Non-compelling court reports
- Juvenile Justice system (Probation) that focuses on the child, not the family
- Juvenile Justice system (Probation) that is compulsory for the child but voluntary for the family
- No after-care support for birth parents, adoptive parents, kin-gap caregivers or a waiting list for services
- Agency policies and philosophy about parent/child visitation; emergency plans; placement with relatives and non-relative caregivers
- Legal process delays

- Workers competing needs for time: crisis intervention, court reports, arrangements and monitoring services and placements; locating placements; and providing proactive support

Review of Literature regarding Placement Stability:

The following factors have been associated with Placement Instability:

Type and Severity of Abuse

- History of severe abuse and/or neglect

Child Factors that Contribute

- Although there is no conclusive evidence that indicates gender as a factor in placement instability, at least two studies indicate that adolescent girls have a greater probability of instability with girls between the ages of 12-15 experiencing four or more moves compared to their male counterparts. A suggested cause of placement disruption is the exhibiting of relational aggression.
- Entry into care as a toddler is a predictor for more placements
- Externalizing (oppositional/defiant) behavior and internalizing (suicidal) behaviors
- Unmet behavioral health, health, or disability needs
- Lack of school achievement

Parent/Caregiver Factors that Contribute

- Unrealistic caregiver expectation for the behavior and educational achievements of the child
- Parent or caregiver's health or disability problem

Family/Environmental Factors that Contribute

- Placement with other children close to their age or in a foster home where the foster parents have children of their own who are under the age of five. Conflicts over belongings may emerge.

Agency Factors

- Failure of social worker to give prospective caregiver a clear picture of child's health, behavioral health, educational, and other needs and how symptoms may manifest
- Lack of knowledge about non-punitive disciplinary skills (caregiver and social workers) and lack of knowledge required to identify and address symptom behavior for issues such as: trauma re-enactment, post-traumatic stress identification with aggressor, reactive attachment, aggression and delinquent behavior
- Inappropriate first placement
- Use of emergency shelter care placement rather than a first placement based on a thorough assessment of the child and the placement resource so that the first placement is a permanent placement
- More than one placement in the first year of foster care, including emergency shelter placement
- Lack of supervisory review or placement review, including Team Decision-Making or Family Group Decision-Making meetings, prior to the 2nd placement move
- Placement with non-relatives
- Changes in social worker or probation officer assigned to case

Review of Literature which provides strategies for Probation regarding Reunification:

Prior to Placement

- Completion of a comprehensive assessment of the parent's and child's strengths, problems, needs, and resiliency traits which is then supported by the development of a targeted case plan that supports sustainable permanency.
- Involving the family in the assessment, decision-making and planning when the child first becomes involved with Probation was associated with successful permanency.
- Assessment of the youth's future goals and keeping those at the forefront of the work with the youth was associated with early permanency.

During Placement – Planning for Transition Home

- The earlier that planning for transition from out of home placement happens the better the outcome for the youth.
- When a team approach was used that involved all providers, staff, family, youth, and stakeholders to develop a targeted after-care plan, the outcome was positive.
- The development of a positive relationship between the youth and the probation officer and the family and the probation officer. The probation officer then continuing with the youth through his transition period returning home.

Aftercare – Returning Home

- Having services that addressed the special needs of the youth once they return from care was associated with positive outcomes.
- Having consistency of planned services, with many adults involved once a youth returns home, was associated with positive outcomes.
- Having immediate consistency of structure and rules, with immediate consequences for non-compliance was associated with positive outcomes.
- Holding youth accountable for their behavior and consequences of their behavior was associated with positive outcomes.

Current Activities in place or partially implemented that may affect the outcomes:

Re-entry following Reunification: Current Activities in Place:

Mariposa County has used a Multi-Disciplinary approach to case management for a number of years. Within the last two years, Team Decision-Making has been adopted as a best practice for case planning throughout the life of the case. Although Team Decision-Making (TDM) meetings occur, they are not regular and the approach has not been formally implemented. Although a preliminary program has been developed and presented to the Mariposa Board of Supervisors as a best practice that will be implemented, a policy and protocol manual has not been developed. An initial TDM facilitator training was conducted by Cal State Fresno Social Work Evaluation, Research, and Training (SWERT) Center for designated staff throughout the Department. A second facilitator training has been scheduled for community members interested in being involved in the process. The Department has been challenged by retaining staff designated to champion and guide the TDM process, schedule meetings, and invite participants. Since the Department is small and staff resources are fully-occupied with multiple tasks, finding facilitators on short notice has been difficult. Expanding the trained facilitator list to include community members serves to expand

potential resources, educate interested community members about the Child Welfare process, garner community support for families in crisis, and prepare the service delivery community for more advanced initiatives such as Differential Response for Child Welfare Services referrals.

Probation does not currently use the approach of Team Decision-Making, although Probation does conduct internal placement meetings and they have been more successful in getting parents to participate in case planning activities. Probation is interested in incorporating this best practice into their work. Currently they have five children in out-of-home placement. The small number of children does not justify fiscally a full-blown program; however, Probation is interested in partnering with Child Welfare Services and sharing resources.

Mariposa County Child Welfare Services implemented the use of the Structured Decision-Making Risk Assessment Tool in February 2009, changing from the Comprehensive Assessment Tool previously used. Although it is the expectation of supervisors/managers for staff to use the Tool for case decision-making throughout the life of the case, an initial summary report shows that the staff has not fully incorporated its use, particularly for placement changes and reunification decisions and to assess the risks and stability of reunified cases. As noted in the Peer Quality Case Review, Child Welfare Services employs the use of "trial" home visits prior to reunification.

Placement Stability:

Current Activities:

As with the reunification/reentry performance measure, Mariposa County has implemented the use of Team Decision-Making "type" meetings and Structured Decision-Making Risk Assessment Tool. Mariposa Wraparound is another initiative that can provide favorable placement stability outcomes for children. The Human Services Department took initial steps to establish a formal Family Search and Engagement Program and to revitalize their Foster Parent recruitment, training and support efforts; however, both were stymied by the loss of the assigned personnel.

Reunification:

Current Activities:

Juvenile Probation uses a County Probation Officers of California (CPOC)-approved assessment and case planning tool that collects demographic, health, education, and prior criminal activity information. Family risks and issues and family strengths information is also collected. As part of the process, the family and youth are asked about their concerns and suggestions. Information about other family members and relatives is also collected during initial assessment.

The Probation Department offers a successful program called ADAPT (Alcohol and Drug Awareness for Teens and Parents) for appropriate youth and their families.

Juvenile Probation is fully engaged in Mariposa Wraparound and has seen success for two of their enrolled families.

New Activities that would impact outcomes: Reduced Re-entry following Reunification Outcome Strategies:

New Activities:

Mariposa County has chosen to concentrate their efforts on the full and successful implementation of Team Decision-Making, Structured Decision-Making, and Family Finding strategies. This will require identifying and assigning staff to be in charge of

setting up Team Decision-Making meetings and to have a sufficient list of trained, available, and effective facilitators. Written protocols and expectations for staff regarding the use of Structured Decision-Making Risk Assessment Tool and supervisory oversight of its use and the impact that it has on subsequent case decisions/planning will be developed and applied. Mariposa County has been selected by the Administrative Office of the Courts to implement a pilot project with the Courts to develop a "model" site for Family Finding.

New Activities that would impact outcomes: Placement Stability Improvements:

New Activities:

During the April 2009 Peer Quality Case Review, Probation had identified as their focus area the engagement of families toward reunification. Since that time, they have experienced greater success in engaging family members in case planning for juveniles and have chosen the strategy of Family Finding and Family Search and Engagement activities as a focus area for the System Improvement Plan. They would like to partner with Child Welfare Services to share resources including staff and/or software and computer equipment and training. Any agreements would be formalized through a Memorandum of Understanding.

Concurrent planning was identified as a needed focus area for Child Welfare Services and Probation during the Peer Quality Case Review and was identified as a potential strategy for Child Welfare Services to use to increase permanence and stability for children. Mariposa County contracts with the California Department of Social Services Adoptions Branch – Fresno District for adoption services. Although the relationship between the County and the Adoptions Office is good, better coordination between the two agencies could be achieved through timely processes, flexible foster/adopt resources, and cooperation and coordination with concurrent planning activities. Child Welfare Services and Probation have not identified concrete strategies for achieving these goals; however, they are committed to collaborate with each other and the California Department of Social Services Adoption Branch – Fresno District on these process improvements during the life of the 2010 – 2013 System Improvement Plan.

New Activities that would impact outcomes: Reunification within 12 months

New Activities:

Mariposa County has been selected by the Administrative Office of the Courts to participate in a "pilot" to create a model Family Finding program. Probation would like to partner with Child Welfare Services in the training and subsequent sharing of resources. The implementation of a concurrent planning program has been chosen as a strategy to improve reunification outcomes for youth/families. It will be important in the beginning to identify a concurrent planning program that is suitable in a Probation Department environment in general and in Mariposa County specifically. Mariposa Probation is due to implement CWS/CMS (Child Welfare Services/Case Management System) in 2010-2011. The staff will have to be trained to use the complex computer program and supervisory/management oversight will be needed to ensure that the staff fully utilize the system in a timely and accurate way. Once implemented, the data collection capabilities of the system including the tracking of performance outcomes will have to become a regular part of the work of the Department. Probation would like to partner with Child Welfare Services in learning ways to maximize their use of the system and minimize the disruption that the implementation process can cause.

Integration of information from the CSA/PQCR and the CWS/Probation planning process into the CAPIT/CBCAP/PSSF Plan: The County Self-Assessment and the System Improvement Plan processes which included stakeholder feedback from surveys and meetings identified the need for enhanced parent education programs, including in-

home and other hands-on skill based training. Development of a Parent Partner component of Mariposa Wraparound was also indicated. The County is interested in exploring ways to keep families intact and children in their homes safely without the intervention of Child Welfare Services, Probation, or the Courts. Community-based services such as those provided by the Family Enrichment Centers, developed, partly through OCAP funds, should continue and be enhanced. The implementation of a Differential Response system has been identified as a community need and possible strategy for outcome improvements.

B. CWS/Probation SIP Matrix

Information collected from the comprehensive California Outcomes and Accountability System (COAS) process was gathered and used to develop a comprehensive SIP Matrix and Child Abuse Prevention Funds 3-Year Plan. The following SIP Matrix section outlines Child Welfare Services and Probation improvement goals and includes strategy milestones, timelines, and assigned individuals and/or programs. CAPIT/CBCAP/PSSF funded services are identified when applicable.

Fully utilize assessment tools and outcome measure reports to increase validity and reliability of safety and risk assessments.	<input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Full utilization by social workers of SDM tools, using definitions correctly, will confirm to CWS staff sound case management decisions and will guide them in developing case plans and other courses of action.		
Milestone	<p>1.2.1 Utilize SDM tools across the board, consistently, and in a timely manner to assess for safety and risk factors, especially regarding reunification. Setup management controls to monitor.</p> <p>1.2.2 Train social workers on generating and use their own SafeMeasures® reports.</p> <p>1.2.3 Ensure that clients whose cases leave CWS have a safety plan including provision of follow up services if needed to address any remaining issues and reduce risk to children. Develop P&P or written expectations.</p>	<p>Immediate and ongoing Q3, 2010 for Management tools</p> <p>Q3, 2010</p> <p>Immediate and ongoing Q4, 2010</p>	Assigned to	<p>Continuing Social Workers and Supervisor SS Deputy Director</p> <p>Continuing Supervisor/Fresno CWS Academy</p> <p>Social Workers and Supervisors SS Deputy Director</p>
Strategy 1.3	Expanding Parent Education within the Department and in the community will be explored. Establish Parent Partners for Wraparound Program families.	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Strategy Rationale:	Increasing parenting abilities of those with children at risk of (repeated) removal will decrease the likelihood of reentry.
Milestone	<p>1.3.1 Continue Parent Education classes provided collaboratively for Behavioral Health, Probation and Child Welfare referrals. Continue Therapeutic Behavioral Services (TBS) for Wraparound and System of Care families.</p> <p>1.3.2 Parent Partners to be assigned to every Wraparound family</p>	Ongoing	Assigned to	<p>BHRS Deputy and staff</p> <p>BHRS Deputy and the Shared Parenting program under the auspices of Mariposa Safe Families.</p>

<p>1.3.3 Explore expanding behavioral modification group to other CWS cases. Explore parenting classes as part of primary prevention in community.</p>	<p>Q2, 2011</p>	<p>HS Admin Team</p>
<p>1.3.4 Explore differential response and expanding current parenting programs.</p>	<p>Q2, 2011</p>	<p>HS Admin Team and Probation</p>

<p>Strategy 1.4</p>	<p><input type="checkbox"/> CAPIT</p>	<p><input type="checkbox"/> CBCAP</p>	<p><input type="checkbox"/> PSSF</p>	<p><input checked="" type="checkbox"/> N/A</p>	<p>Strategy Rationale.</p>
<p>Expand Family Finding and Family Search and Engagement Efforts to find support systems for families, provide respite, and serve as potential resources for placement of children.</p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>	<p>Locating relatives is of utmost importance in determining available support systems; relatives are considered to have preferential consideration regarding placement of children.</p>
<p>1.4.1 Implement pilot project with Court to develop "model" site for Family Finding.</p>	<p>Q2, 2011</p>	<p>Six sessions to be scheduled in fiscal year 2010-2011 and offered to CWS staff and probation staff.</p>	<p>Assigned to</p>	<p>CWS Continuing Supervisor & Probation Supervisor</p>	<p>Training to be provided by Kevin Campbell and funded by the Administrative Office of the Courts (AOC).</p>
<p>1.4.2 CWS/CMS drop in August or September 2010 will include new field for entering Family Engagement Efforts in the CWS/CMS database. Probation will begin to use CWS/Case Management System.</p>	<p>Q4, 2010</p>	<p></p>	<p></p>	<p></p>	<p>CWS Supervisors Probation Staff</p>
<p>1.4.3 Find available training and train one or more staff in Family Search and Engagement. Expand current family search and engagement</p>	<p>Q4, 2010</p>	<p></p>	<p></p>	<p></p>	<p>CWS and Probation Supervisors</p>

	activities. Develop P&P or written expectations re: Family Search and Engagement.			
Strategy 1.5	Mental Health and Drug and Alcohol Services without waiting periods. CWS children and families need to be given priority for services.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale:	CWS and Probation clients need evaluation and treatment for mental health and/or AOD needs that have not been addressed.
Milestone	<p>1.5.1 HS Department to contract some mental health clinical services which will allow staff to see clients sooner and minimize waiting lists.</p> <p>1.5.2. Explore residential treatment facilities or other options for substance abusing clients within Mariposa County.</p> <p>1.5.3 Establish Early and Periodic Screening, Diagnosis and Treatment (EPSDT) forms and process to ensure referral of all detained children over age 5 to discover and treat the ills that handicap our children. Refer children age 5 and under to Early Start for evaluation and follow-up as needed.</p>	Timeline	Assigned to	<p>BHRS Deputy</p> <p>HS Admin Team and Probation Staff</p> <p>CWS and BHRS Supervisors</p>
Q2, 2010				
Q1, 2012				
Q3, 2010				

<p>Outcome/System Factor #2:</p> <p>Permanency 1 - Children have permanency and stability in their living situations without increasing entry to foster care.</p> <p>C4.2 Placement Stability (12 to 24 Months in Care)</p> <p>County's Current Performance:</p>

The most recent information indicates that 2 of 7 children (28.6%) have experienced two or fewer placements.

The National Goal is 86.0%

Improvement Goal #2

Improve by 14.2% to a rate of 42.8% which is still well below the National Goal. (Improved outcomes for one child per year)

Strategy 2.1	Strategy Rationale			
	<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A
Decrease number of placements experienced by children during a 12-24 month period.	Children who have already experienced upheaval in their lives need stability and commitment by foster parents, relatives, and NREFMs.			
Milestone 2.1.1 Provide pre-placement meetings between children and prospective foster parents for every change in placement. This will enhance the ability to make a good match that will increase the likelihood of the stability of the placement. Develop Policy and Procedures to include monitoring and oversight. 2.1.2 Enhance/ensure the sharing of information about children with the foster parents upon placement including the Appraisal and Needs Service Plan and a thorough discussion between SW and Foster Parent. Develop Policy and procedure to include monitoring. 2.1.3 Consistently hold TDM and/or FGDM meetings prior to placement changes.	Timeline			
	Q2, 2010	Q3, 2011		
	Q3, 2010 for Policy and Procedures	Assigned to		
	Case-carrying social worker SS Deputy Director	Placement worker SS Deputy Director	Social workers, supervisors, the TDM Coordinator, and the Facilitator	

	<p>2.1.4 Specialized training (i.e. how to deal with difficult teens, mental health issues, death, etc.) for foster parents and assistance with common problems of children in placement. Encourage foster parents to use SW as partner in solving placement problems.</p> <p>2.1.5 Consider re-establishing Foster Parent Liaison as "go to person" for any issues faced by foster parent with children or "the system."</p> <p>2.1.6 Explore stipends for certain populations and/or circumstances to compensate foster parents and enhance placement stability. Explore modification of specialized care rate.</p> <p>2.1.7 Explore how to involve NREFM and related placement providers in parenting/training/special needs of the children.</p>	<p>Q4, 2010</p> <p>Q4, 2010</p> <p>Q4, 2010</p> <p>Q3, 2011</p>	<p>Foster Parent Licensing Worker & Columbia College for training</p> <p>Case-carrying social worker for assistance.</p> <p>HS Admin Team</p> <p>HS Admin Team</p> <p>SS Deputy</p>
<p>Strategy 2.2</p> <p>Family Finding and Family Search and Engagement Efforts to find support systems for families, provide respite, and serve as potential resources for placement of children.</p>	<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p>	<p>Strategy Rationale</p> <p>Locating relatives is of utmost importance in determining available support systems; relatives are considered to have preferential consideration regarding placement of children.</p>	<p>CWS Continuing Supervisor & Probation Supervisor</p> <p>Training to be provided by Kevin Campbell and funded by the Administrative Office of the Courts (AOC).</p>
<p>Milestone</p>	<p>2.2.1 Implement pilot project with Court to develop "model" site for Family Finding.</p>	<p>Q2, 2011</p> <p>Six sessions to be scheduled in fiscal year 2010-2011 and offered to CWS staff and probation staff.</p>	<p>Assigned to</p>

	<p>2.2.2 Find available training and train one or more staff in Family Search and Engagement. Expand current family search and engagement activities. Develop P&P or written expectations re: Family Search and Engagement.</p> <p>2.2.3 CWS/CMS drop in August or September 2010 will include new field for entering Family Engagement Efforts in the CWS/CMS database.</p>		<p>Q4, 2010</p> <p>Q4, 2010</p>	<p>CWS Supervisors and Probation</p> <p>CWS Supervisors</p>
<p>Strategy 2.3</p> <p>Early concurrent planning for every placement case.</p>			<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p> <p>Ongoing</p>	<p>Strategy Rationale</p> <p>Location of a permanent home at the earliest point in any given case increases the likelihood of placement stability.</p>
<p>Milestone</p>	<p>2.3.1 Concurrent planning must occur from the very beginning of a case involving close collaboration with the CDSS Fresno Adoptions District Office.</p> <p>2.3.2 Develop "Orientation of System and Responsibilities" for NREFM and Relative placements – consider inclusion with AOC project for Family Finding.</p> <p>2.3.2 Staff training and full Implementation of concurrent planning for Probation youth in placement.</p>	<p>Timeline</p> <p>Q1, 2012</p> <p>Q1, 2011</p>	<p>Assigned to</p>	<p>Social workers and supervisors to ensure coordination with adoptions staff, as well as caretakers who opt to provide permanency through adoption, legal guardianship or APPLA (Another Planned Permanent Living Arrangement).</p> <p>SS Deputy</p> <p>Probation Supervisor</p>

Strategy 2.4		Strategy Rationale	
		Consistency in worker assignment reduces the number of changes a child experiences and to which he or she has to adjust.	
Minimize worker changes throughout the life of the case.		<input type="checkbox"/> CAPIT	Assigned to
		<input type="checkbox"/> CBCAP	
<input type="checkbox"/> PSSF			
<input checked="" type="checkbox"/> N/A			
Milestones		Q1, 2011	HS Admin Team
		Q2, 2010 through Q1 20011	CWS Supervisors SS Deputy
2.4.1	Develop a plan to increase social worker retention.		
2.4.2	CWS Supervisors to participate in Pilot project - Central California Training Academy Advanced Leadership Development for Supervisors (ALDS)		

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.

Implementing the strategies noted above should result in the needed system changes required to support successful results in these goal areas.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

- Training is needed for staff and supervisors for SafeMeasures® for caseload management.
- Family Finding Efforts data entry has been provided – but staff will need a refresher.
- Select staff needed to be trained in Family Search and Engagement activities.
- Probation and Child Welfare staff needs training in Family Finding that will be offered by the AOC.
- Training for Facilitators will be offered to expand our pool of facilitators.
- Probation Staff will need training in data entry for CWS/CMS.
- Additional training in concurrent planning efforts should be made available to CWS and Probation staff.
- A needs assessment and targeted training for Foster Parents should be addressed.

Identify roles of the other partners in achieving the improvement goals.

- Facilitators (for TDMs) will be recruited from staff throughout the department and the community, provided training and will facilitate TDMs.
- Family members and concerned community members, i.e. CASA, teachers, foster parents, neighbors, etc. will participate in family TDMs and

be part of the service plan for that individual family.

- Behavioral Health & Recovery Services (BHRS) to provide evaluations and mental health and drug and alcohol services as timely as possible.
- Adoptions/Fresno – continue to work concurrently for permanency (and stability) for children.
- Mariposa Safe Families, Inc. (MSF) to provide Parent Partners for Wraparound families.
- Licensed Foster Parents to receive specialized training and be available to provide a loving home and services needed.
- Administrative Office of the Courts (AOC) to provide training on Family Finding and support local process.
- BHRS and Probation continue to offer parenting classes.
- Community based organization (CBO) to provide research based efforts for primary and, possibly, secondary community prevention efforts.
- CCTA – Staff development
- Schools - Foster Youth Liaison to continue to be the nexus between CWS/Probation and the school district. Continued CWS Supervisor and Probation membership on Foster Youth Advisory Council.
- Sheriff support of ER functions, referral base, provision of criminal/incident reports.
- CASA coordination with social workers regarding advocacy for dependent children. Attend court hearings and provide supportive services to children.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

The effort to assist Probation staff in gaining access to CWS/CMS will assist in improving goals.

Probation SIP Outcome Matrix

<p>Permanency</p>		<p>Outcome/Systemic Factor:</p> <p>Wards in out-of-home placement will reunify with their parent/guardian within 12 months.</p>	
		<p>County's Current Performance:</p> <p>Probation currently has 5 youth in group home placement. Of those 5 youth, 3 have been in placement for less than 6 months; 1 has been in placement for 8 months; 1 has been in placement for 2.5 years. Probation currently has two youth who transitioned from a group home placement to the Wraparound Program.</p>	
<p>Improvement Goal 1.0:</p> <p>Except for wards who are in a Juvenile Sex Offender Treatment Program, 90% of placement youth will be reunified with parent/guardian within 12 months of removal.</p>		<p>Strategy Rationale:</p> <p>By utilizing TDM/MDT models, families will be able to identify the barriers that prevent them from actively participating in the minor's reunification case plan and assist the family in identifying solutions that will best address the family's needs.</p>	
<p>Strategy 1.1:</p> <p>Develop a process, such as TDM/MDT, for engaging families in the service and reunification plan.</p>		<p>Timeline</p> <p>Q4, 2010</p>	
<p>Milestones</p> <p>1.1.1 Implement policies and procedures for utilizing TDM/MDT models to assist families with developing a case plan that facilitates reunification with 12 months.</p> <p>1.1.2 Train probation officers in developed protocols.</p>		<p>Assigned To</p> <p>Probation Management Deputy Probation Officers</p>	
		<p>Timeline</p> <p>Q4, 2010</p>	
		<p>Assigned To</p> <p>Probation Management</p>	

	<p>1.1.3 Collaborate with the Department of Human Services Social Services and Behavioral Health and Recovery Services to offer comprehensive services to youth and family.</p>	<p>Q3, 2010</p>	<p>Probation Management DHS Management</p>
<p>Strategy 1.2: Identify available resources and collaborate with other service providers to expand existing services within the community, such as parenting education and support groups, which will assist families in reaching their case plan goals.</p>	<p>Strategy Rationale: By utilizing and expanding existing services, families will be able to address the issues that have contributed to the minor's removal from the home and facilitate timely reunification.</p>		
<p>Milestones</p>	<p>1.2.1 Juvenile Probation will continue to collaborate with Human Services to provide and possibly expand parenting education, support groups and other existing services.</p>	<p>Ongoing</p>	<p>Juvenile Probation Officers</p>
<p>1.2.2 Juvenile Probation Officers will continue to refer appropriate cases to the Wraparound Program in an attempt to reduce the risk for out-of-home placement.</p>	<p>Ongoing</p>	<p>Assigned To Juvenile Probation Officers Wraparound Program Staff</p>	
<p>1.2.3 Juvenile Probation Officers will make referrals</p>	<p>Ongoing</p>	<p>Juvenile Probation Officers</p>	

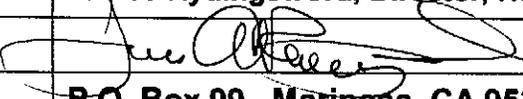
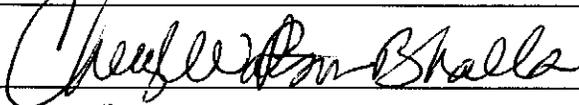
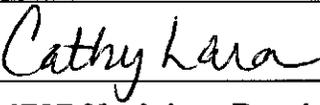
	provide services and/or connect families to services that will assist them in reaching their case plan goals.			
Strategy 1.3:	Utilize Family Finding, Family Search and Engagement, and Concurrent Planning to identify support systems for families and potential placement resources.	Strategy Rationale: Locating relatives and other family support systems can help provide stability for the youth and family. Placing youth with family members is given preferential consideration.		
1.3.1 Provide training to probation officers on Family Finding, Family Search and Engagement and Concurrent Planning.			Q4, 2010	Probation Training Officer and AOC
1.3.2 Use Family Finding and Family Search and Engagement to prepare a Concurrent Plan for every youth in out-of-home placement.			Q4, 2010	Deputy Probation Officers
1.3.3 Collaborate with the Department of Human Services and Behavioral Health and Recovery Services to offer comprehensive services to youth and family.			Q4, 2010	Probation Supervisor DHS Management
1.3.4 Training and implementation on the use of CWS/CMS for probation officers.		Q4, 2010	UC Davis CWS Supervisors Probation Staff	

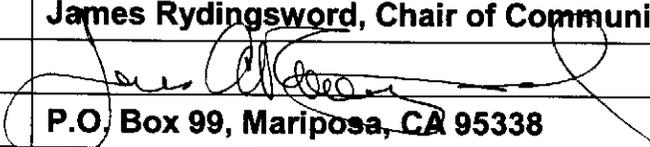
	<p>Describe systemic changes needed to further support the improvement goal. The development of policies, procedures and protocols for the strategies mentioned above will further support the improvement goal.</p> <p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Training is needed for probation staff in Family Finding, Family Search and Engagement, and Concurrent Planning as they relate to delinquent youth. Probation Staff need training and support on the CWS/CMS case management system. Technical assistance is required to determine how probation staff will access the CWS CMS system.</p> <p>Identify roles of the other partners in achieving the improvement goals. Administrative Office of the Courts to provide training on Family Finding. Probation and the Department of Human Services will collaborate to provide training for Family Finding, Family Search and Engagement, and Concurrent Planning.</p> <p>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None</p>
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C. CWSOIP Narrative

Many of the activities which were funded through CWSOIP in 2007-2009 will continue to be strategies included in the 2010-2013 System Improvement Plan. More specifically, the training and activities of Team Decision-Making facilitators, Family Finding/Family Search and Engagement training and activities, and Caregiver training and support will continue to be strategies for both Child Welfare Services and Probation that may be funded through CWSOIP funds.

A. CAPIT / CBCAP / PSSF COVER SHEET

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	2010-2013
Date Submitted:	
Submitted by:	Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs
Name & title:	James Rydingsword, Director, Human Services Department
Signature:	
Address:	P.O. Box 99, Mariposa, CA 95338
Fax:	(209) 966-8251
Phone & E-mail:	(209) 966-2000 jrydings@mariposacounty.org
Submitted by:	Child Abuse Prevention Council (CAPC) Representative
Name & title:	Cheryl Watson-Bhalla, Executive Director Mariposa Safe Families
Signature:	
Address:	4971 8th Street, Mariposa, CA 95338
Fax:	(209) 966-7594
Phone & E-mail:	(209) 966-2211 msf@sti.net
Submitted by:	Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)
Name & title:	Cathy Lara
Signature:	
Address:	4797 Mark Lee Road, Mariposa, CA 95338
Fax:	Not Applicable
Phone & E-mail:	(209) 617-6920 cmlara209@msn.com

Submitted by:	PSSF Collaborative Representative, if appropriate
Name & title:	James Rydingsword, Chair of Community Partners
Signature:	
Address:	P.O. Box 99, Mariposa, CA 95338
Fax:	(209) 966-8251
Phone & E-mail:	(209) 966-2000 jrydings@mariposacounty.org
Submitted by:	
	CAPIT Liaison
Name & title:	Nancy Bell, Deputy Director of Social Services
Address:	P.O. Box 99, Mariposa, CA 95338
Fax:	(209) 742-5854
Phone & E-mail:	(209) 966-2442 nbell@mariposacounty.org
Submitted by:	
	CBCAP Liaison
Name & title:	Nancy Bell, Deputy Director of Social Services
Address:	P.O. Box 99, Mariposa, CA 95338
Fax:	(209) 742-5854
Phone & E-mail:	(209) 966-2442 nbell@mariposacounty.org
Submitted by:	
	PSSF Liaison
Name & title:	Nancy Bell, Deputy Director of Social Services
Address:	P.O. Box 99, Mariposa, CA 95338
Fax:	(209) 742-5854
Phone & E-mail:	(209) 966-2442 nbell@mariposacounty.org
Board of Supervisors (BOS) Approval	
BOS Approval Date:	
Name:	Kevin Cann, Chairman Mariposa County Board of Supervisors
Signature:	

B. CAPIT/CBCAP/PSSF Plan

The CAPIT/CBCAP/PSSF Three-Year Plan pertains to the allocation and use of three Office of Child Abuse Programs (OCAP) funds: Child Abuse Prevention, Intervention, and Treatment (CAPIT); Community-Based Child Abuse Prevention Program (CBCAP); and Promoting Safe and Stable Families (PSSF). These funds are provided to counties through a voluntary application process and the programs funded by these allocations are not considered to be entitlement programs.

Funding Descriptions:

Child Abuse Prevention, Intervention, and Treatment (CAPIT) Program was established with the intent to address needs of children at high risk of abuse and neglect and their families by providing funding for child abuse and neglect prevention, intervention, and treatment programs. CAPIT is 100% funded through State General Fund dollars. Funds are intended to supplement not supplant Child Welfare dollars. A 10% match is required by the agency receiving the funding and the dollars must be used to support the goals of child abuse and neglect prevention and intervention. Service priority is given to prevention programs provided through nonprofit agencies, including, where appropriate, programs that identify and provide services to isolated families, particularly those families with children five years of age or younger. Service priority is also to be given to high quality home visiting programs based on research-based models of best practice, and service to child victims of crime. Projects funded by CAPIT are selected through a competitive process and are awarded to entities with broad-based community support. The service(s) provided cannot be duplicative of other services in the community, must be based on the needs of children at risk, and are supported by a local public agency. Examples of potential services may include: family counseling, day care, respite care, teaching and demonstrating homemaking, family workers, transportation, temporary in-home caretakers, psychiatric evaluations, health services, multidisciplinary team services, and special law enforcement services. Priority for services is given to children who are at high risk, including those served by Child Welfare Services or referred by legal, medical, or social services agencies. Programs should address the unmet needs of children, especially those 14 years of age or under and minority populations.

Community-Based Child Abuse Prevention (CBCAP) Program is 100% federally-funded to: support community based efforts to develop, operate, expand, enhance, and network initiatives aimed at the prevention of child abuse and neglect; support networks of coordinated community resources and activities in an effort to strengthen and support families and reduce the occurrence of child abuse and neglect; and to foster an understanding and appreciation of diverse populations to increase effectiveness in the prevention and treatment of child abuse and neglect. Counties who receive less than \$20,000 in Children's Trust Fund dollars must supplement that Fund with CBCAP dollars to reach the required \$20,000. No more than ten (10%) of the funds may be used for administrative costs. Counties receiving CBCAP funds are authorized to fund primary and secondary child abuse prevention programs that provide a multitude of services and supports for activities such as comprehensive support for parents, promoting meaningful parent leadership; promoting the development of parenting skills; improving family access to formal and informal resources; supporting the needs of parents with disabilities through respite and other activities and providing referrals for early health and development services. The CBCAP funds can be used to foster the development of a continuum of preventive services through public-private partnerships; finance the start-up; maintenance, expansion, or redesign of specific family support services; maximize funding through leveraging of funds; and finance public education activities that focus on the promotion of child abuse prevention.

Of the three levels of prevention services, primary prevention consists of activities that are targeted toward the community at large. These activities are meant to impact families prior to any allegations of abuse and neglect that are made. Primary prevention services include public education activities, parent education classes that are open to anyone in the community, and family support programs. Primary prevention can be difficult to measure because it is an attempt to impact something before it happens, an unknown variable. Secondary Prevention consists of activities targeted to families that have one or more risk factors, including families with substance abuse, teen parents, parents with special need children, single parents, and low income families. Some examples of secondary prevention services include parent education classes targeted for high risk parents, respite care for parents of a child with a disability, or home visiting programs. Activities not eligible for funding under CBCAP include tertiary prevention activities, which are targeted towards families who are known to the child welfare system with either a confirmed or unconfirmed child abuse and/or neglect report and have demonstrated a need for intervention with or without court supervision. CBCAP target populations include families with young children; children and adults with disabilities; racial and ethnic minorities; members of underserved or underrepresented groups; homeless families and those at risk of homelessness. CBCAP funds can also be used to fund activities to the general public, such as education regarding the prevention of child abuse and neglect. The stated outcome for CBCAP programs is to decrease the rate of 1st time victims of child maltreatment and the efficiency goal is to increase the number of CBCAP funded programs and practices which are evidence-based or evidenced-informed.

The **Promoting Safe and Stable Families (PSSF) program** primary goal is to prevent the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption, or by another permanent living arrangement. The PSSF program is 100% federally funded. In an effort to reduce child abuse and neglect, the PSSF program supports services to help strengthen and build healthy marriages, improve parenting skills, and promote timely family reunification in situations where children must be separated from their parents for their own safety. The program works with state child welfare agencies to remove barriers that stand in the way of adoption when children cannot be safely reunited with their families. The Adoptions and Safe Families Act specifies that PSSF funds be allocated at a minimum of 20 percent to each of the following components: Family Preservation, Family Support, Time-Limited Family Reunification, and Adoption Promotion and Support. Funds are allocated to counties based on the number of children zero to 17 years of age in the county, as well as the number of children in poverty. The minimum county allocation is \$10,000. No more than 10% of the funds may be used for administrative costs. Family Preservation services are designed to help families at risk or in crisis with services such as services for children returning to the family from which they were removed or to be placed; pre-placement preventive services programs such as intensive family preservation/maintenance programs designed to keep children safely in their homes; services designed to provide follow-up care to families in which a child has returned from foster care placement; respite care to children to provide temporary relief for parents and other caregivers; services designed to improve parenting skills; and infant haven programs for the safe relinquishment of newborn infants. Family Support Services are community-based services to promote the safety and well-being of children and families designed to increase the strength and stability of families; increase parents' confidence and competence in parental capacity; afford children a safe, stable, and supportive family environment; and strengthen parental relationships, promote healthy marriages, and otherwise to enhance child development. Adoption Promotion and Support Services means services and activities designed to ensure permanency for children through family reunification, by adoption or by another permanent living arrangement through activities such as pre and post-adoptive services as necessary to support adoptive

families so that they can make a lifetime commitment to their children, and activities designed to expedite the adoption process and support adoptive families. Time-Limited Family Reunification Services means services and activities that are provided to a child that is removed from their home and placed in a foster family home or a child care institution, and to the parents or primary caregivers of that child, in order to facilitate the reunification of the child, safely, appropriately and in a timely fashion, but only during the 15-month period that begins on the date the child is considered to have entered foster care. Examples of these services and activities are: individual, group, and family counseling; inpatient, residential, and outpatient substance abuse treatment services; mental health services; assistance to address domestic violence; services designed to provide temporary child care and therapeutic services for families, including crisis nurseries; and transportation to or from any of these services.

The 2010-2013 Three-Year CAPIT/CBCAP/PSSF Plan is designed to address how prevention, intervention, and treatment activities funded by these three funding streams are coordinated and how services will be provided during the three-year period. The primary value and principle of preventing child abuse and supporting families is a cost-effective strategy for protecting children, nurturing families and maximizing the quality of life for Mariposa County residents. Although the CAPIT/CBCAP/PSSF funded programs are combined administratively for greater efficiency, the Three-Year Plan addresses how the individual requirements of each program will be met and contains the consolidated requirements to apply for the funds.

County System Improvement Team (SIP) Team Composition

The Human Services Department Social Services Deputy Director and Child Welfare Services Social Worker Supervisors II, Human Services Department Fiscal Officer, Mariposa County Deputy Probation Officer III and Chairperson for the Child Abuse Prevention Council, and the Executive Director of Mariposa Safe Families whose Board serves as the Child Abuse Prevention Council comprised the team that made decisions and completed the System Improvement Plan Matrix and Office of Child Abuse Prevention (OCAP) expenditure worksheets. Their decisions were driven by stakeholder input received during internal and community meetings during the County Self-Assessment and System Improvement Plan processes and from survey feedback. Input from the April 7, 2010 meeting of the Child Abuse Interagency Coordinated Committee provided the opportunity for community education and input from prevention service providers and consumers. A meeting was held with Child Welfare Services staff to discuss potential focus areas and improvement strategies for the System Improvement Plan. A survey was distributed to participants of the Independent Living Skills program and to foster parents/caregivers for their input.

Child Abuse Prevention Council (CAPC)

Definition

The Child Abuse Prevention Councils (CAPCs) of California are community councils appointed by the county Board of Supervisors whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse. Their activities include: providing a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases, promoting public awareness of the abuse and neglect of children and the resources available for intervention and treatment, encouraging and facilitating training of professionals in the detection, treatment and prevention of child abuse and neglect, and recommending improvements in services to families and victims.

Child Abuse Prevention Councils (CAPC) work in collaboration with representatives from disciplines including: public child welfare, criminal justice system, and the prevention and treatment services communities. Council participation may include the County Welfare or

Children's Services Department, the Probation Department, licensing agencies, law enforcement, the Office of the District Attorney, the courts, the coroner, and community service providers such as medical and mental health services, community-based social services, community volunteers, civic organizations, and the religious community.

Purpose of the Child Abuse Prevention Councils

The Child Abuse Prevention Councils are community councils whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse and neglect.

The Councils should be incorporated as nonprofit corporations, or established as independent organizations within county government, or comparably independent organizations as determined by the Office of Child Abuse Prevention.

Funding of the Child Abuse Prevention Councils

Each county funds the Child Abuse Prevention Council (CAPC) from the county children's trust fund. Councils are required to provide a local cash or in-kind match of 33 and 1/3 percent. Councils unable to raise the full match for the maximum allocation are provided a partial grant in the amount of three grant dollars to each match dollar. In addition, councils must develop a protocol for interagency coordination and provide yearly reports to the County Board of Supervisors.

A county may also utilize their Child Abuse Prevention, Intervention, and Treatment (CAPIT) program, Promoting Safe Stable Families, Family Support Services funds, Community-Based Child Abuse Prevention (CBCAP) program or Kids Plate funds to financially support their CAPCs.

Mariposa County Child Abuse Prevention Council (CAPC)

The Mariposa Board of Supervisors (BOS) designated the Child Abuse Prevention Council (aka. Mariposa Safe Families, Inc Board of Directors) as the local child abuse prevention council, as described by California Welfare and Institutions Code Section 18982 on September 16, 1986 (resolution #86-343) to carry out specified duties to coordinate community efforts to prevent and respond to child abuse. Mariposa Safe Families, also known as the Child Abuse Prevention Council (CAPC), incorporated as a non-profit 501(c)(3) on January 13, 2003 and is recognized as the Child Abuse Prevention Council (CAPC) by the Board of Supervisors, Resolution #05-248.

Structure of Mariposa County Child Abuse Prevention Council

Mariposa County Child Abuse Prevention Council meets monthly to develop, support, and coordinate efforts to prevent child abuse and heal its effects. Board representation includes Child Welfare Services, the North County Family Enrichment Center Task Force, Shared Leadership Committee, a parent consumer committee of Mariposa Safe Families, Job Connection, the Probation Department, the Unified School District, a local Bank, Infant/Child Enrichment Services, and the District Attorney's Office. A membership roster is attached. By-laws are on file at Mariposa Safe Families and can be viewed upon request.

Role of Mariposa County Child Abuse Prevention Council

Mariposa County Child Abuse Prevention Council (CAPC) members and stakeholders participate in an ongoing Strategic Planning process. The System Improvement Plan and regular review of community needs assessment data informs the process. In addition, evaluation data is assessed on a regular basis and adjustments are made accordingly. The work of the Child Abuse Prevention Council is conducted through the work of several committees including: finance, community education and outreach, policy and procedure, the Child Abuse Interagency Coordination Council, and Shared Leadership.

To satisfy the Child Abuse Prevention Council (CAPC) legislated functions described in Welfare and Institutions Code 18982.3 and 18982.1, in 2006 Mariposa Safe Families Inc created and facilitates the Child Abuse Interagency Coordination Committee, a forum for coordination of services and resources, and included its formation in the organization's by-laws. The Committee meets eight times per year, includes over 22 agencies/groups, and is co-sponsored by Mountain Crisis Services of Mariposa and Merced Counties, thereby allowing the Domestic Violence Coordinating Council to meet at the same time.

The committee's priorities are to:

- Increase their understanding of the multiple systems that address the prevention of or response to child abuse
- Identify incidence and trends of child abuse in Mariposa County
- Increase community awareness of child abuse issues
- Explore means to facilitate improved services for parents
- Build partnerships with local agencies and network within the community
- Coordinate community events such as Safe at Home, Community Baby Showers, and Red Ribbon Week activities

A copy of their membership roster is attached. A resolution from the Mariposa Safe Families Board of Directors, a purpose statement for the committee, and evaluation survey results collected are on file at Mariposa Safe Families and can be viewed upon request. Child Abuse Prevention Council representatives also attend quarterly System Improvement Plan meetings.

Funding for Mariposa County Child Abuse Prevention Council

In accordance with Welfare and Institutions Code Section 18963 (c) (1), the County will allocate revenues in a manner that strengthens the Child Abuse Prevention Council (CAPC) and will deliver support to programs that counter child abuse through prevention, intervention, and treatment. The Child Abuse Prevention Council is supported by Children's Trust Fund (CTF) dollars, Kids Plate funds and Birth Certificates.

Children's Trust Fund

In Mariposa County, the Child Abuse Prevention Council carries out the activities of the Children's Trust Fund under Welfare and Institutions Code, Chapter 11. Mariposa Safe Families, Inc, the designated County Children's Trust Fund Commission, collects and compiles information regarding the County Children's Trust Fund. Monthly Director Reports are delivered to the Mariposa Safe Family's Board of Directors and an annual report is filed with the Mariposa County Board of Supervisors. The report is also published on the Mariposa Safe Families' website. In addition, information is reported to the Mariposa County Human Services Department for inclusion in the annual report to the Office of Child Abuse Prevention.

PSSF Funds

The Child Abuse Prevention Council does not provide PSSF planning activities under Title IV-B, subparts 1 and 2 of the Social Security Act. Those activities are performed by the County Human Services Department, a public agency.

Activities of Mariposa Safe Families

All conferences and trainings sponsored by the Child Abuse Prevention Council (Mariposa Safe Families Inc) are marketed to foster parents and community collaborative. The Child Abuse Prevention Council is led by an Executive Board that facilitates general meetings, plans the committee activities, and develops an annual action plan. Priorities for the CAPC in SFY 2008-2009 were the development of Family Enrichment Center services, child development and youth/family support activities for the underserved North County, and the continued evolution of the Shared Leadership parent committee.

Mariposa Safe Families Inc (aka Child Abuse Prevention Council) plans campaigns throughout the year to promote public awareness of prevention, intervention, and treatment of child abuse and neglect. To support community prevention efforts, materials and informational brochures are distributed to schools, community groups, and at community festivals and functions throughout the year.

There are several current and continuing areas of focus for the Child Abuse Prevention Council (CAPC) including: Family Resources Center services, prevention activities, and support to children and families involved with Child Welfare Services and Behavioral Health and Recovery Services through providing Parent Partner resources to Mariposa Wraparound and substance abuse and intervention programs through Behavioral Health and Recovery's Alcohol and Other Drugs section.

PSSF Collaborative

In Mariposa County, PSSF funds and activities are handled by the County Human Services Department, a public agency. There is no organized community-based PSSF Collaborative. The Social Services Deputy Director has primary responsibility to approve expenditure of the funds, the Human Services Fiscal Officer provides claiming and funding oversight, and the Human Services Executive Team provides high-level oversight for financial and programmatic strategies for the best use of PSSF funds.

Children's Trust Fund Commission

Description and Purpose of Children's Trust Fund

In 1983, the California Legislature passed Assembly Bill 2994, which authorized the creation of a County Children's Trust Fund (CCTF) in any county in which the board of supervisors established a commission, board, or council to coordinate child abuse and neglect prevention and intervention activities.

The purpose of the Children's Trust Fund is to fund child abuse prevention coordinating councils (CAPCs), along with child abuse and neglect prevention and intervention programs operated by private, nonprofit organizations or public institutions of higher education, with recognized expertise in fields related to child welfare.

The county Board of Supervisors is responsible for the fund and determines what programs and/or projects are funded. The commission designated by the Board of Supervisors performs the following duties: establishes criteria for determining those programs which shall receive funding; accepts all program proposals that meet criteria set by the commission; prioritizes the proposals; and recommends to the Board of Supervisors those proposals that the commission feels should receive funding. Revenue sources for the Children's Trust Fund consist of: Federal Community-Based Child Abuse

Prevention Program (CBCAP) grants; fees from birth certificates; restitution fines for child abuse/molested crimes; fees from "Help Our Kids" special license plate sales; and donations, gifts, and bequests. The county commission designated by the board of supervisors is required to collect and publish annually the following: descriptions of the types of programs and services funded from the Children's Trust Fund; target populations benefitting from these programs; amount of each source in the Children's Trust Fund as of June 30 of each year; and amount disbursed in the preceding fiscal year. Administrative expenses are limited to 5% of the fund.

Mariposa County Children's Trust Fund

Mariposa County Board of Supervisors has designated the Child Abuse Prevention Council (aka Mariposa Safe Families Inc) as the designated Children's Trust Fund Commission in accordance with Welfare and Institutions Code, Chapter 11 and County Resolution No. 02-384.

As the County's designated overseer of the Children's Trust Fund, Mariposa County Child Abuse Prevention Council is responsible for carrying out the duties of the Children's Trust Fund Commission, as delineated above. The Board of Supervisors and the Mariposa Child Abuse Prevention Council have designated Mariposa Safe Families Incorporated as the private non-profit organization authorized to use the funding to provide child abuse and neglect prevention and intervention programs in the County.

Minimum funding for the Children's Trust Fund is \$20,000 per year. In State Fiscal Year 08-09 revenues for the Children's Trust Fund were \$1,072 from birth certificates, Kids Plates, and Interest and \$18,928 from the CBCAP allocation. Disbursements were: \$70 for internet safety training child care and \$70 for grandfamilies coffee child care.

Information regarding the Children's Trust Fund 374 is administered by the Human Services Department and distributed to Mariposa Safe Families Inc. according to the County Auditor's claiming policies and procedures.

Parent Consumers

The Child Abuse Prevention Council (CAPC) will continue to collaborate with Mariposa Safe Families Shared Leadership committee to increase parent involvement. Shared Leadership is a committee of Mariposa Safe Families, Inc. comprised of parent leaders who are committed to helping to create change in their homes and their communities. They may be parents, grandparents, kinship care providers, foster parents, or anyone in a parenting role who speaks from his or her own perspective – not in a staff role for an organization. Those who are most effective as parent leaders have personal experience in the systems they are working to change.

Shared Leadership means parents and staff work in partnership to achieve better outcomes for families, programs, and systems. By working together to accomplish their mutual goals and shared vision, they increase the chance of successful outcomes. Parents provide a singular perspective about issues concerning children, families, and the communities in which they live and work. The impact of parents' voices can be powerful.

Shared Leadership offers a valuable forum to discuss and present parents' ideas and learn from others about being a parent leader. The committee provides a venue for parents and staff to work in partnership to improve services offered to children and families.

Shared Leadership committee members receive training from Mariposa Safe Families to increase navigating skills of public systems, promote authentic partnerships, and develop family and individual leadership skills. Upon completion of the training, members

are mentored to participate in committees and councils of their choice and to provide Parent Partner services to families enrolled in Mariposa Wraparound and other County funded services.

Mariposa Safe Families requests members of Shared Leadership Committee to complete an annual Customer Satisfaction Survey. Input is used to identify gaps in services. Parent Advisory groups also provide input through some of the funded agencies.

Mariposa Safe Families supported National Parent Leadership Month in February by selecting a Parent Leader and a Professional Parent Partner for recognition. CBCAP funds are used to cover the costs of attendance at conferences and community events. The committee provides input to community initiatives such as the System Improvement Plan and the County Self-Assessment process through completion of surveys or attendance at community presentations.

Mariposa Safe Families uses CBCAP funding to sponsor community child and family safety events for parents and children. Surveys are available at each event so that consumer satisfaction can be assessed.

Child Welfare Services uses Team Decision-Making to engage parents in the development and execution of their own case plan. Probation maintains an interactive assessment and case planning process to engage juveniles and their parents in development of the case plan. Both agencies offer services to parents so they are afforded opportunities to make positive changes in their parenting abilities and promote family well-being.

Designated Public Agency

Mariposa County Human Services Department has been designated by the Mariposa Board of Supervisors as the administrator of programs funded through CAPIT/CBCAP/PSSF. The Human Services Department is responsible for monitoring contractors, overseeing the integration of local services, fiscal compliance, data collection, preparing amendments to the Plan, preparing annual reports, and conducting outcome evaluations. The Human Services Fiscal Administration Division monitors the contract according to California Department of Social Services regulations. Quarterly budget information is reviewed and expenditures are claimed appropriately on the Quarterly Claim. The Social Services Deputy Director is assigned to monitor the contract and be the contractor's primary contact. She is responsible to provide or procure technical assistance to help ensure contracted goals/objectives are achieved.

Role of CAPIT/CBCAP/PSSF Liaison

Mariposa County's CAPIT/CBCAP/PSSF Liaison is the Social Services Deputy Director. The Liaison is responsible for oversight of the program coordination, collecting data from the contractor(s), compiling and analyzing contractor data, preparing required reports and submitting reports in a timely manner. Data submitted to the Office of Child Abuse Prevention (OCAP) by the county must be aggregate data, as opposed to individual contractor data, unless otherwise requested.

The CAPIT/CBCAP Co-liaison is the Director of Mariposa Safe Families. The Co-Liaison is responsible for dissemination of prevention information to the appropriate entities throughout the County. Other responsibilities include ongoing communication with the Child Abuse Prevention Council, other key prevention partners, and the California Department of Social Services Office of Child Abuse Prevention (OCAP) section.

Fiscal Narrative

The Human Services Department Fiscal Administration Division is responsible for fiscal controls, including budgetary and claim processing controls, and fiscal reviews. The

Fiscal Administration Division performs annual reviews of Human Services contractors. In an effort to minimize County exposure, the performance of fiscal reviews of a contractor's accounting system and financial records by an independent auditing firm allows the County to evaluate the contractor's accounting controls and reported financial solvency. The financial records of Mariposa Safe Families are reviewed by a book keeper and quarterly reports are provided to the Human Services Department Fiscal Administration Division. An independent audit by a CPA firm is currently underway and should be completed in May, 2010.

The Fiscal Administration Division also assesses the financial operations of Child Welfare Services to determine whether Child Welfare Services has sufficient administrative, fiscal, contracting, security and privacy controls in place to provide reasonable assurances that Child Welfare Services is operating its programs in accordance with funding guidelines, and the County and Human Services Department policies and procedures.

PSSF funds are utilized as follows:

- Family Preservation Services (25%) are provided through the time study efforts of child welfare case workers.
- Family Support Services (25%) are provided through time study efforts of child welfare case workers.
- Adoption Support Services (25%) are provided through the time study efforts of child welfare case workers.
- Time-limited Reunification Services (25%) are provided through time study efforts of child welfare case workers.

CAPIT and CBCAP funds are utilized as follows:

The CAPIT and a percentage of the CBCAP funds are utilized in the contract with Mariposa Safe Families.

Blending of the CAPIT and CBCAP funds results in maximizing funding and avoids the duplication of services that would occur if several programs were funded by individual funding streams. State Kinship Grant dollars are leveraged to provide additional support services to kinship families per State guidelines.

The collaborative model for the OCAP contract ensures dollars are leveraged through referrals of clients to community resources, when appropriate. Because of the collaborative focus of the Human Services Department, Child Welfare Services and non profit entities have well-established referral networks. Child Welfare Services staff makes referrals to a range of community services that provide a continuum of care for the County's children.

Mariposa Safe Families Inc strives to meet OCAP requirements. In reviewing their funding strategies and budget for the various individual funding streams, it was unclear whether the agency was meeting certain funding requirements. For example, only 5% of Children's Trust Fund dollars can be used for administrative purposes, CAPIT requires a 10% match, and no more than 10% of CBCAP funds can be used for administrative purposes. When reviewing the financial strategy of the organization, it was not clear whether their funding strategy and budget complied with those limits. In response, Mariposa Safe Families and the Child Abuse Prevention Council stated: "they were not aware of the administrative limits. The OCAP had informed them of the 10% match requirement for CAPIT and CBCAP funds. They were able to assure the County and the Human Services Department, the public agency responsible for funds oversight, that they keep accurate records of in-kind services which exceed the required match. The Child Abuse Prevention Council and Mariposa Safe Families agreed to examine their budget regarding administrative limits and provide additional information to the OCAP

and to the Human Services Department. Overall, however, the agency administration of Mariposa Safe Families is 16% of the total budget which is within the recommended range for a non-profit organization”.

Local Agencies – Request for Proposals (RFP process)

All Human Services contracts follow Competitive Procurement Guidelines as developed by the County’s Purchasing and Auditor’s Departments. All guidelines are in line with State and Federal procurement guidelines. The County will follow these guidelines in developing the Statement of Work for contracted services funded through CAPIT and CBCAP funds. PSSF funds will remain in-house to be used by Child Welfare Services for appropriate activities. The OCAP programs will be re-procured to be effective July 1, 2011.

Steps to develop the Statement of Work for the procurements include soliciting input through a convening Child Welfare Services internal workgroup and external discussions with key stakeholders and consumers. The Request for Proposal focus will be on including appropriate evidence-based and evidence-informed practices in the continuum of services. A Request for Proposal review committee composed of both internal and external subject matter experts will evaluate each proposal and make recommendations on which proposal(s) meet the requirements at the highest level and should be awarded the contracts. The Director of the Human Services Department is the final authority for approving the Review Committee’s recommendations, which are then forwarded to the Auditor and Purchasing Department Directors for publication of the award, oversight of any grievances, negotiations, and signatures on the contract documents. Documents related to the procurement process require approval by County Counsel as to form and content.

Assurances:

- The County assures the State that a competitive process was/will be used to select and fund programs.
- The County assures the State that priority was/will be given to private, nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention. Services funded by CAPIT will fund services to children at high-risk.
- The County assures the State that the agencies eligible for funding provide/provided evidence that demonstrates broad-based community support and that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency.
- The County assures the State that the project(s) funded shall be culturally and linguistically appropriate to the populations served.
- The County assures the State that the CAPIT funded agency(s) shall demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the State Department of Social Services.
- The County assures the State that training and technical assistance shall be provided by private, nonprofit agencies to those agencies funded to provide services.
- The County assures the State that priority for services shall be given to children who are at high risk, including children who are being served by the county welfare department for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies.
- The County assures the State that projects funded shall clearly be related to the needs of children, especially those 14 years of age or under.
- The County assures the State that the County complied with federal requirements to ensure that anyone who has or will be awarded funds has not been suspended or debarred from participation in an affected program.

- The County assures the State that non-profit subcontract agencies have the capacity to transmit data electronically
- The County assures the State that funds received will supplement, and not supplant, other State and local public funds and services
- The County assures the State that services to minority populations shall be reflected in the funding of future projects

Mariposa County conducted an RFP process in 2005 which was used to allocate OCAP funds for the three-year funding cycle. In 2007, Human Services opted to continue with the 2005-2008 allocation plan and the Child Abuse Prevention Council agreed. In 2008, due to the integration of the OCAP process with that of Outcomes and Accountability, counties were given the opportunity to request an extension of OCAP contracts through an Interim Plan. Mariposa County did request an extension and the current contract with Mariposa Safe Families was extended until June 2011. Currently CAPIT/CBCAP/CTF dollars are used by Mariposa Safe Families to support their infrastructure and to provide primary and secondary prevention programs. Secondary and Tertiary services are provided by Child Welfare Services and PSSF funds are retained by the Human Services Department for that purpose.

It is the intention of the Human Services Department to continue contracting with Mariposa Safe Families through June 2011. Mariposa Safe Families Inc will maintain their current funding strategy of providing primary and secondary prevention services and CAPC infrastructure support for that time. The Department intends to release a new Request for Proposal (RFP) for CAPIT funds in Spring, 2011 in order to allocate future funding in years two and three of the three-year period. The Request for Proposal (RFP) will target service initiatives that the County may be interested in pursuing such as a differential response intake system or similar form of a formal community-based early intervention program and/or an in-home or other specialized parenting program such as SafeCare.

CBCAP Outcomes

The following describes the plan to evaluate engagement outcomes for the programs funded by CBCAP.

A variety of evaluation tools have been used to measure program effectiveness and is outlined in evaluation plans where appropriate. Process evaluation is in place for all activities and events for such factors as number of participants and number of services provided. Impact evaluations are in place for selected programs and activities: Shared Leadership, Family Enrichment Center development process activities have been measured using focus groups, participant satisfaction surveys and self reporting-reflective post surveys. Surveys are used to evaluate satisfaction among participants of Friday Night Live, Club Live, Safe at Home, workshops, classes, and trainings. Other program evaluation has been conducted according to funding requirements of First 5, LCCPC, CSBG, and SAPT funds. Required reporting including demographic as well as financial information is provided quarterly to the Human Services Department, the public agency responsible for administering County OCAP funds, and to the California Department of Social Services - Office of Child Abuse Prevention when required.

Requests are made that each family served with CBCAP funds complete a Customer Satisfaction Survey at case closing. The survey attempts to assess whether the family perceived that services were provided in a manner that achieved the following outcomes:

- Trained staff to provide services in a manner that ensures that families will develop trust in the staff

- Provided services in neighborhoods at sites that are convenient for families
- Created a welcoming environment at program activities
- Utilized voluntary programs such as support groups and family nights

Short-term outcomes reflect changes in knowledge, attitudes, skills, and aspirations of participants within a relatively short period of time. Examples of short-term outcomes include:

- Increased knowledge of appropriate child development and the parent's role in preparing their child for school readiness
- Importance of nutrition and danger of childhood obesity
- Importance of using alternative discipline methods
- How to select safe, appropriate childcare

The outcomes will be evaluated through the contracted service provider's regularly scheduled Progress Reports that require the providers of the service to track contracted outcomes through County approved assessment tools, such as pre/post tests or staff evaluations of client's progress.

Intermediate outcomes are primarily changes in applied skills and behavior. Examples of intermediate outcomes include:

- Increased use of positive discipline skills
- Improvement in school readiness
- Completion of health insurance applications and maintenance of health insurance coverage

The outcomes will be evaluated through the contracted service provider's regularly scheduled Progress Reports that require the providers of the service to track contracted outcomes through County approved assessment tools, such as pre/post tests or staff evaluations of client's progress.

Long-term outcomes are broad statements reflecting long-term changes, primarily in status and conditions or goals or impacts. Examples of long-term outcomes include:

- Decrease in the incidence of child abuse and neglect
- Decrease in substance abuse
- Decrease in domestic violence

CBCAP activities have been both primary and secondary prevention. In particular, Shared Leadership has targeted parents who have been consumers of human services. It is a recommended CBCAP strategy whose logic model is on file at Mariposa Safe Families. Research assumptions are available on www.friendsnrc.org. Services targeted to children at high risk of abuse and/or neglect include: Wraparound services, parent education programs such as Celebrating Families (a 16-week family based program targeting children of alcoholics and addicts and their parents/caregivers), North County Play and Learn (a 12 week structured play group for children and their parent/caregivers) offered in Greeley Hill and Lake Don Pedro. The Family Enrichment Centers were established according to Strategies to Support Families and Communities theory of change practices. A Logic Model Flow Chart is on file at Mariposa Safe Families. Family Enrichment Center activities include:

- Summer Fun Play Group July-August
- grandparents raising grandchildren support group
- Community Baby Shower in Mariposa and Coulterville in April and June 2009
- Safe at Home Family Fun Fairs in Mariposa and Coulterville April and June 2009

- Dads and Kids Day in Coulterville October 2008
- Community Halloween Carnival in Mariposa

Free life skills and advocacy workshops include topics such as:

- food budgeting and nutrition
- job search
- money management
- earned income tax credit
- computer literacy
- neighborhood information centers

Youth development programs such as Friday Night Live, Friday Night Live Mentoring and Club Live are provided.

Community awareness activities include:

- Child Abuse Prevention Monty April 2009
- National Parent Leadership Month February 2009
- Red Ribbon Week October 2009

Trainings for professionals provided are:

- Shaken Baby Syndrome
- Mandated Reporting trainings for Yosemite National Park Law Enforcement March and June 2009
- Mandated Reporting training for the community at large September 2009
- Mandate Reporting training for Mariposa County Unified School District Early Mental Health Initiative staff October 2009
- Bridges Out of Poverty training with Central California CAPC Coalition May 2009

Furthermore, Mariposa Safe Families has provided secondary prevention services supported by other funding sources.

Mariposa Safe Families has provided services to isolated areas by establishing the North County virtual Family Enrichment Center designed to support families through a series of Life Skills Workshops which include finance, budgeting, tax credit, and nutrition information. Other services include educational Play and Learn groups, family events, Safe at Home events, Friday Night Live Mentoring in North County and Yosemite Valley schools.

Individualized services and services for health and well-being are provided through Grandfamilies Support groups, Play and Learn, Life Skills workshops that allow an opportunity for individual help, and youth programs that provide individual contact and support.

Various services which have been funded with OCAP dollars include:

- Community Link
- Child Abuse Interagency Coordination Committee
- Play and Learn
- Dad's Celebration
- Food Budgeting and Nutrition
- Family Movie Night, Northside
- Grandfamilies Coffee
- Active Parenting Classes
- Baby Shower, North County and Mariposa
- Friday Night Live

- Friday Night Live Mentoring
- Club Live
- Shared Leadership
- Children's Fair
- Halloween Carnival
- NPLM Network Luncheon
- Safe at Home
- Recruitment Potluck for Shared Leadership participation
- Neighborhood Information and Computer Center
- Mandated Reporting Trainings
- Shaken Baby Syndrome Trainings

Peer Review

Mariposa County currently does not have a Peer Review process, although peer review was an area identified by the County as a training need in the 2009 OCAP survey. The County and the Child Abuse Prevention Council would welcome the opportunity to implement a peer review process and think it would be most easily accomplished through the Regional CAPC coalition.

In the future OCAP contract period, successful contractor(s) will be required to participate annually in a Peer Review process. The OCAP liaison will oversee the process and document findings. The Peer Review Team will include contract managers and direct service staff, County staff, and consumers. The Team conducts a group process review of randomly chosen cases or activities of the contractor. The Team discusses the case or activity plan development, progress toward completing goals, family engagement, and timely entry into services, gaps in services, and suggestions regarding strategies for overcoming barriers encountered by the staff or consumer.

Service Array

The OCAP contracts provide a continuum of support services for families at risk of child abuse or neglect. The contracts are funded by blending funds from Federal, State, and County sources including CAPIT, Children's Trust Fund, CBCAP, Alcohol and Drug funds, and First 5 dollars. Blending funding promotes the ability to avoid duplication of services, ensures optimum prevention service utilization, and maximizes funding to provide a continuum of services, including the previously unmet needs and special needs of children (ages 0-18) and their families.

To ensure that families receive optimum prevention services, wherever they reside in the County, Mariposa Safe Families prioritized the implementation of Family Enrichment Centers during this extended funding cycle. The Family Enrichment Center is a welcoming place where people can find services and activities that will support and enrich their families. Family support activities such as a Community Baby Shower, Computer Literacy Classes, youth-oriented programs such as Friday Night Live, Club Live and Friday Night Live Mentoring, Mandated Reporter Training, Shaken Baby Training and parenting education are underway for the remainder of the contract period. The Family Enrichment Center will continue to provide Information and Referral Services as well as a Neighborhood Information Center, where computers with high speed internet access are available for public use.

The Family Enrichment Center (FEC) supports the communities of Mariposa County through the collaborative efforts of partner agencies. The FEC in Mariposa proper is the first in a network of centers envisioned for Mariposa County. A Task Force of Coulterville and Greeley Hill residents is actively engaged in the FEC development process to provide virtual FEC services in the North County.

Mariposa Safe Families is supported through the funding and collaboration of several community agencies. The Mariposa County Human Services Department contracts with Mariposa Safe Families for Child Abuse and Substance Abuse Prevention services, thereby supporting the family strengthening services provided by Mariposa Safe Families. Mountain Crisis Services, a provider of domestic violence services, has partnered with Mariposa Safe Families in the development of family support services in Mariposa and in North Mariposa County. A grant from First 5 Mariposa County supports

child development and parent education services in North Mariposa County. Other partners include Community Action, the Local Child Care Planning Council, Mariposa Unified School District, Mariposa County Health Department, UC Extension Nutrition Education, Early Start Family Resource Center, Infant Child Enrichment Services, County Libraries, and Job Connection.

CBCAP, CAPIT, County Trust Fund, First 5, Community Services Block Grant, Amador-Tuolumne Community Action Agency, County Substance Abuse Prevention funds, and private donations have been braided to develop, implement, and sustain programs.

Community partnerships include:

- Mariposa County Human Services Department child abuse and neglect and substance abuse prevention services
- First 5 for preschool facilities use in North County
- Mountain Crisis services for a shared FTE Prevention Specialist
- Amador Tuolumne Community Action Agency for computer literacy services
- Local Child Care Planning Council for Shared Leadership training and Celebrating Families resources

Services are provided when families are available and wish to receive service. This requires that the contractor provide services in the evening and/or on the weekends. Families are encouraged to see the services at the FEC as a long-term resource in the community so that they know how to access services for their future needs for prevention services and eliminate entry into the child welfare system.

PSSF Services include the following continuum of service delivery:

- Primary prevention (family preservation) is provided through targeted case management providing respite care and pre-placement preventative services.
- Secondary prevention services (family support services)
- PSSF funds for time-limited reunification services
- PSSF funds for Adoption Support Services

The County Self-Assessment process recognized gaps in community services which will receive focus during the Three-Year Plan period: They are as follows:

- Development of a parent education and skills building home visiting model such as SafeCare.
- Enhanced parenting education curriculum
- Parent Partner program
- Early child abuse prevention/intervention community response program such as Differential Response

The County's contractors are contractually required to have Memoranda of Understanding and strong working relationships with other relevant service providers such as:

- Domestic Violence Services to Families
- Family Self-Sufficiency
- Mental Health Services Act funded services for adults and children
- Juvenile Probation funded initiatives
- Fist 5 Commission funded health and development services and pre-schools
- CalWORKs and Food Stamps
- County funded substance abuse treatment programs

CAPIT/CBCAP/PSSF Services and Expenditure Summaries

Please see Attachment.

Attachment A

PQCR Executive Summary

Trends of documentation and recurring themes emerging from the PQCR interviews were clear; for both CWS and Probation, such included: the lack of consistent and early concurrent planning; the lack of local licensed foster homes, that actually accept placements; the need to implement Family Finding to locate viable relative placements early in the case; inconsistency in the transition from CWS social worker to social worker; the lack of resources and services in the sixth smallest county in the state; the remoteness of clients in a rural environment; Probation's lack of finalized court documentation; and the need to formalize the Team Decision Making (TDM) process.

It was noted that there were some errors and/or omissions in the Child Welfare Services/Case Management System (CWS/CMS) database regarding placements, ICWA (Indian Child Welfare Act) and paternity determinations in court reports. Specifically, it was noted that some placement notebooks were not updated; and in some cases, ICWA findings and paternity designations had not been made.

The legal history in court reports was uniformly found to be stellar. Mariposa County is a CWS/CMS full utilization county and social workers are efficient at navigating this complex database. Mariposa County Probation will access said system in the near future and will need training in this regard.

Observations regarding best practice in Mariposa County include: close attention and quality contact with youth in both CWS and Probation Departments; and the commitment to casework, which was evidenced in both programs. It was also noted that social workers and deputy probation officers go the extra mile for clients, especially youth; and addressed the client needs, in some cases, by "thinking outside the box." Additionally, Mariposa County services will be enhanced with the implementation of Wraparound. Recommendations included

training in specified areas such as: concurrent planning; formalizing TDM meetings; outreach, recruitment, retention, and support of foster parents.

Summary of Practice

Mariposa County CWS and Probation demonstrate both best and promising practices. Social workers and deputy probation officers view their work as youth/client driven and the commitment to such is noteworthy, oftentimes evidenced by innovative casework. Probation's extensive case knowledge is also noteworthy. All staff recognized the need for permanency for minors and the need for further intensive training on concurrent planning.

Concurrent planning literature, as documented in an Iowa Department of Human Services July 2008 bulletin, indicates that caseworker consistency is key to permanency planning and that "Clear identification of the concurrent plan in the written case plan and family involvement in case planning" is essential. Effective and consistent concurrent planning is also addressed in Solution-Based Casework, a (2008 third printing) book by Christensen, et al. This literature also addresses the importance of collaborative efforts such as TDMs, Family Group Decision Making (FGDM), and Family Finding. All of these elements are promising practices in Mariposa County as we implement Wraparound services. TDM meetings are already taking place on a less formal basis, evidencing the close working relationships among agencies in the community.

Another best and promising practice is the ever evolving expertise by CWS social workers and supervisors, in utilizing the Structured Decision Making (SDM) assessment tools, a welcome change from the previously used CAT (Comprehensive Assessment Tool) instruments. Placement stability and parent engagement PQCR areas of focus can most readily be addressed and outcomes enhanced by continuing to utilize and/or implement the above activities, as well as implementing specific policies regarding pre-placement meetings between minors and prospective foster parents and how and when TDM and FGDM meetings will be held and who will facilitate such.

Certainly, Mariposa County recognizes that there are areas of practice that need improvement. Training in concurrent planning is at the forefront for both CWS and Probation. Ongoing foster parent recruitment, retention, and support is now the domain of the Foster Care Liaison, a CWS social worker who was previously a case carrying worker. Probation's involvement in these processes is indicated, as is the exploration of potential foster family agency certified homes in Mariposa County. Collaboration with CASA of Mariposa County continues to evolve, most recently with meetings held to revise the MOU between CASA and CWS. Youth in the ILP focus group indicated that they would like greater assistance with resumes and college applications, as well as training on the practicalities of independent living.

As has been previously mentioned, barriers and challenges unique to Mariposa County are several. There is an immediate need for foster homes which will accept placements. The lack of community resources continues to impact both Child Welfare Services and Probation. Both departments routinely seek creative solutions to address the needs of their clients. The rural geography and remoteness of many sectors of the population poses challenges in terms of access to services and transportation problems. A clear understanding and consistent application of concurrent planning requires further training for both departments and it is hoped that such will become available in the near future.

Probation recognizes the need to collaborate with parents and youth in the development of case plans, a nod to Probation's area of focus, parent engagement. Other training needs include New User training on CWS/CMS for Probation, training on interpreting the California Law Enforcement Telecommunication System (CLETS) data for CWS, and the aforementioned training for both departments on Wraparound, Family Finding, TDM and FGDM meetings.

Systemic and policy issues include a need for a formal case transition procedure in CWS, empirically based practice, routine collaboration between CWS and Probation and further discussion regarding dual jurisdiction in Mariposa County,

and the presently revised MOU with CASA of Mariposa County. It is the recommendation of Mariposa County Child Welfare Services and the Department of Probation that the two work together to implement the above and continue to collaborate as we move toward our County Self Assessment (CSA) and System Improvement Plan (SIP) in the coming year.

Summary of Recommendations

For both CWS and Probation, training on concurrent planning is essential and such has been scheduled in August 2009. Family Finding, also known as Family Search and Engagement, will be implemented in the 2009-2010 fiscal year, along with formalized TDM meetings and Family Group Decision Making (FGDM) meetings. All of these will entail training for the relevant parties in both departments. This dovetails with the implementation of Wraparound services in August 2009.

It is recommended that social workers be vigilant about keeping the CWS/CMS placement notebooks up to date and the legal secretary should continue to enter all required ICWA and paternity findings in the CWS/CMS database. Probation staff will need New User training in CWS/CMS, as it is anticipated that said staff will access this database within the next year.

Greater engagement of youth is recommended by social workers, especially with regard to ILP services and practical preparation for independent living and adulthood. Social workers should arrange for pre-placement meetings between children and prospective foster parents, as appropriate. Creative solutions to the transportation problem in Mariposa County should be sought by both departments. A formal case transition procedure needs to be implemented in CWS, as does continued empirically based practice. Further discussion of dual jurisdiction should take place between the departments and the Court.

Attachment B

CSA Executive Summary

Summary Assessment

The Mariposa County Self-Assessment has focused on the specific outcomes that are part of the California Child and Family Services Review (C-CFSR). This section of the Self-Assessment summarizes for child welfare and probation the results and related analyses for the measures that comprise these outcomes. The summary includes a review of strengths and areas needing improvement and presents general strategies for improving the county's performance on targeted outcomes.

As stated in the Self Assessment of another small county, "Small size causes significant swings in many of the rates considered in the Self Assessment; idiosyncrasies of one or two cases results in exaggerated drops or gains in percentage points. Follow-up questions should be asked of any rate that seems surprising: "How big are the actual numbers? Could the changes actually be the result of circumstances in only one or two cases?"

This summary incorporates the input received from the forty-nine responders to the County Self-Assessment survey.

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

Safety Outcome 1 includes two measures; (a) the percent of children who do not experience a recurrence of substantiated abuse/neglect (Measure S2.1) and (b) the percent of children in foster care who do not experience substantiated abuse/neglect while in care (Measure S2.2). The performance trend for Measure S2.1 has been volatile since the last County Self-Assessment which covered data from 1/1/04 – 12/31/04. In 2004, the county's rate of no recurrence was 80.2%. Since that time performance has been in the 80 to 90 percent range except for 79% in March 2007 (SafeMeasures data). In December 2008 the performance rate reached a high of 97.2% but fell to 89.2% in March 2009. The

performance for Measure S2.2 has remained at 100% since the 2005 data used in the previous County Self-Assessment. No substantiated abuse has occurred in probation-supervised placements during this time period, as well.

Child Welfare Strengths:

Areas of strength for this outcome include: (a) timeliness of emergency response investigations of reports of suspected abuse/neglect, in particular for immediate response situations; (b) the close observation afforded children in a small community with the potential for intervention or report of troubling situations; (c) closer attention from teachers and school officials in small school environments; (d) implementation of a day and evening emergency response referral unit which receives and assesses multi-disciplinary referrals; thereby increasing the number of initial responders and supervisory oversight; (e) implementation of a Structured Decision Making tool for establishing response priority for investigating referrals and accessing risk in investigated referrals with a substantiated or inconclusive allegation; (f) availability of Mariposa Wraparound services for some families; (g) needs assessment and service referrals for children entering the foster care system; (h) timeliness with which regular child visits are completed by assigned social workers (i) high level of care in existing foster homes; (j) Family Enrichment Center in Mariposa and virtual services in the North County.

Areas Needing Improvement: (a) consistent and timely use of the risk assessment tool; (b) review and revision of process for determining the cause, accuracy, and approval of risk assessment overrides; (c) review of the process, including the use of SDM tools, for determining when Voluntary Family Maintenance is the appropriate way to work with certain families and putting in place a service support system for their strengthening and oversight; (d) formal case staffing/conferencing; (e) additional training and inclusive participation for a more effective use of Team Decision Making as a strategy to improve planning and outcomes for children and families; (f) development of a formal Family Search and Engagement program and train staff; (g) availability of sufficient culturally-appropriate placement resources and train foster parents/caregivers on

special needs issues; (h) availability of culturally appropriate community resources in remote areas and for all ethnic groups.

Probation Strengths:

Factors that contribute to the absence of abuse in care for Court Wards include (a) regular visits with youth by Probation Officers; (b) the placement review process for deciding the appropriate facility in which to place a youth; (c) maintaining regular and frequent contact with minors families; (d) use of an assessment tool approved by the County Probation Officers of California Association to determine family strengths and weaknesses; (e) inclusion of you and their families in the development of service plans; (f) use of referrals to community services to support and strengthen families; (g) availability of Mariposa Wraparound and Family Enrichment Centers.

Areas Needing Improvement:

Improvement efforts need to focus on: (a) implementation of data tracking systems that track performance measure data and outcomes (CWS/CMS to be implemented in FY 10-11); (b) placement resources that are culturally appropriate and with trained foster parent/caregivers (c) more resources for parents and assistance with transportation and other supplementary services that would enhance their participation in the service plan (d) after-care services (e) enhanced services for families in remote areas.

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

Safety outcome 2 includes measures for the timeliness of emergency response investigations for suspected abuse/neglect (Measure 2B) and the timely completion of required visits with children by assigned social workers (Measure 2C). Levels for investigations requiring an immediate response remain at 100% since March 2006 (SafeMeasures data) until a dip in performance in to 88.9% in November 2007. Since January 2008 performance held steady at 100% until a dip in March 2009 to 93.3%. The level of response to investigations requiring a

10-day response has shown lower performance outcomes that fluctuated in the 80 and 90 percentiles except for two periods of 100% compliance, in June 2007 and recently in March 2009. Social worker staff has maintained performance of 100% compliance for Measure 2C, timely completion of required visits with children by assigned social workers.

Child Welfare Strengths:

(a) Performance levels for timeliness of abuse/neglect referrals and completed child visits by social workers reflect the focus of supervisors and managers on this performance measure (b) implementation of a response system comprised of a day-time integrated human services response team for Child Welfare Services, Behavioral Health and Recovery, and Adult Protective Services, and after-hours response team, a Child Welfare Services intake unit, and a Child Welfare Services on-going unit which provides greater division of responsibility and oversight (c) "Just in Case" media campaign regarding accessing services and the referral hotline, (d) visitation schedules, including "drop-ins", that exceed mandates (e) agency policy that all Voluntary Family Maintenance families are seen in-person at least twice per month for the first three months of service (f) use of the SDM Safety Assessment tool at the first contact with the family and, if safety factors are noted on the assessment, developing with the family a Safety Plan including visitation and family oversight (g) good relationships and response history with partners such as schools, child care centers, and probation.

Areas Needing Improvement: (a) timely and accurate entries into the CWS/CMS data system and supervisory oversight to ensure compliance (b) clear and consistently-applied written policies and protocols for referral response, investigation, reporter feedback, follow-through and follow-up (c) consistent and effective use of the SDM risk assessment tool to assist with workload prioritization (d) development of a formal caseload review and oversight process by managers and supervisors using SafeMeasures data (e) development of a continuous review process for caseload management which focuses on core activities and time management (f) training and oversight of new staff to ensure

understanding and compliance with mandates (g) community visibility and educational activities to inform the community about Child Welfare Services scope of responsibilities, limitations, and reasonable expectations for them (h) support services provided timely to foster parents/caregivers and to families.

Probation Strengths:

(a) regular and frequent contact with minors and their parents (b) use of an effective assessment tool which assists in determining minor/family strengths and needs so that a service plan including safety plans and monitoring activities and schedules is developed (c) participation in Mariposa Wraparound.

Areas Needing Improvement: (a) transportation issues for parents which limits their participation in the service plan (b) 96 hour limitation for detaining juveniles in the Mariposa County Juvenile Hall which can result in their subsequent move to out-of-county Juvenile Halls (c) workload, timely access, and transportation issues for Probation Officers (d) prevention programs.

Permanency Outcome 1: Children have permanency and stability in their living situations without increasing re-entry to foster care.

Permanency Outcome 1 includes measures for (a) timely and permanent reunification (Composite 1); (b) timely Adoption (Composite 2); (c) permanency for children in care for long periods of time (Composite 3); (d) stability of foster care placements (Composite 4); and (e) preparation for self-sufficient adulthood.

Child Welfare Strengths:

(a) increased up-front services for families including the implementation of a Wraparound Program, (b) preferred use of Voluntary Family Maintenance and Court-ordered Family Maintenance as a service option (c) successful relative placements for children who can not stay with their parents (d) Family Search and Engagement and Team and Family Group Decision-Making as a future integrated part of Child Welfare Services service delivery, (e) recent training on team decision- making facilitation, (f) success in placing sibling groups together,

(g) foster parents who are supportive of each other, (h) increased visitation and carefully monitored, trial reunification periods for youth returning from out-of-home care; (h) Family Enrichment Center availability and activities.

Areas Needing Improvement: (a) improved performance in the area of foster care re-entries, (b) early, continuous, and systematic concurrent planning, including the identification of relatives willing to adopt (c) full use of Structured Decision-Making tools to assess family safety and feasibility of reunification, (d) adequate supply of quality, trained foster and adoption placement resources; (e) an active specialized foster and adoptive parent recruitment, training, and support program that includes training for parenting special needs children and targeted development of placement resources for sibling groups or culturally-appropriate care; (f) available and supportive services particularly in North County and other remote areas that link families to community resources and includes monitoring and follow-up; (d) shortened wait lists for services; (g) timely entries in CWS/CMS; (h) family-friendly and family-driven services and flexible scheduling (i) social worker training in strength-based, solution-focused services, concurrent planning, family finding, accessing victim/witness funds, court report writing, enhanced ILP services, a formal Team Decision Making process, formal case staffing/conferencing, partnering foster parents on service plans for children who are entering their homes, and providing practical assistance to youth who are transitioning to adulthood, including areas such as writing resumes, applying for college, and maintaining a household (j) formal Family Search and Engagement Program with dedicated staff, (k) increased coordination of services between Child Welfare Services, Probation, and Behavioral Health and Recovery (l) fewer social worker changes or a smoother transition process, (m) Parent/Family Partner program and quality, hands-on parenting training classes; (n) community aftercare programs and linkages with programs that support family self-sufficiency, such as housing, employment, health care, and counseling (o) increased funding and community program development through securing grants and targeted use of available funds such as OCAP and MHSA, (p) increased availability of psychiatric services and in-

patient, in-county care for persons with mental health and substance abuse treatment needs.

Probation Strengths:

(a) Probation Officers' knowledge of family and youth on caseloads (b) regular and frequent contacts with minors and parents, (c) persistence efforts to engage parents in service planning and service delivery (d) involvement of parents and minors in case plan development (e) thorough court reports to support the decision making process (f) use of an assessment tool to identify family and child strengths and needs (g) successful ADAPT (drug and alcohol prevention program) program including a parents education component; (h) participation in Mariposa Wraparound; (i) availability of training and activities at Family Enrichment Centers; (j) partnership with Behavioral Health and Recovery to provide substance abuse prevention activities.

Areas for Improvement: (a) parental engagement, (b) increase of in-county placement options, (c) concurrent planning (d) aftercare programs and services (e) addressing transportation issues for parents which limits their visitation and participation in services, (f) staff training in family finding, concurrent planning, team decision making, best practices, adolescent development, community collaboration, and updates on local services and programs, (g) increased integration and coordination of services between Child Welfare Services, Probation, Behavioral Health and Recovery, (h) shortened wait lists for services, (i) data tracking and performance outcome measurement system; (j) mentors and Parent/Family Partners; (k) prevention programs; (l) increased resources for individual and family counseling, parental training, and independent living resources for minors (m) more flexible hours and locations for meeting with parents.

Preparation for Self-Sufficient Adulthood

Child Welfare Services Strengths:

(a) Recent assignment of dedicated staff to enhance and conduct the Independent Living Program; (b) obtained funding for THP-Plus Program; (c) CWS/CMS training on data entry for Independent Living Program activities and outcomes received on 12/2/09.

Areas Needing Improvement: (a) in-county transitional housing and other resources for transitioning youth; (b) continued support through assistance with life skills, health coverage such as Medi-Cal, housing, employment and/or employment training, transportation, education, life-long connections, community connections and community resource education, and mentoring; (c) development of individual success plans; (d) review confidentiality protocols so that they protect privacy without creating barriers to service; (e) increased coordination between Child Welfare Services, Probation, Behavioral Health and Recovery, and Schools; (f) involve the youth and those persons important to him/her in developing a realistic, strength-based and customized plan for success; (g) reduce social worker turnover by analyzing the causes and addressing the needs.

Probation Strengths:

(a) Regular contact with youth and families.

Areas Needing Improvement: (a) Court school in the community (b) more positive interaction between Probation and families/minors (c) prevention activities; (d) family search and engagement activities; (e) improved data tracking and outcome systems; (f) provide mentors and links to community resources; (g) life skills education and transitional services such as housing, education, health care, employment and training.

Well-Being Outcome 3: Children receive services adequate to their physical, emotional, and mental health needs.

Well-Being Outcome 3 includes measures for the extent to which children in care (a) receive timely health and dental examinations (Measure 5B) and (b)

have parent or Court authorization to receive psychotropic medication (Measure 5F).

Child Welfare Strengths:

Good performance trends reflect the successful collaboration between Child Welfare Services and Public Health in which a Public Health nurse provides scheduling, follow-up, and data entry to procure and document health services and medication authorizations for youth.

Areas Needing Improvement: Both measures have been recently added to the set of C-CFSR measures. Supervisory and management oversight needs to continue to ensure that health and dental examinations occur and are timely and that those activities are posted in children's health passports and are documented in CWS/CMS so that performance can be measured and information can follow the child. Continued oversight is needed to ensure that medication authorizations are obtained and properly filed and documented in children's health passports and entered into CWS/CMS.

Strategies for the Future:

The following are general strategies that will be developed further in the next County System Improvement Plan to address some of the most-pressing areas needing improvement noted above. Mariposa County Human Services Department and the social service community of the County has spent considerable time in the last couple of years engaged in assessment activities to determine its readiness to move to a strength-based, family-focused human service delivery system. Examples are the UC Fresno SWERT review, the formation process for the Blue Ribbon Commission on Families and Children in Foster Care, the Mariposa Wraparound Program development process, the Peer Quality Case Review process, and the Substance Abuse Community Readiness assessment process. As a result of these processes, numerous initiatives are in planning stages or are being implemented. The

next System Improvement Plan will focus on completing their implementation and continuing the system transformation that is already in process.

Child Welfare

Decrease the recurrence of abuse/neglect: (a) continue implementation of Wraparound Services for children at risk of higher level placement, providing a community support system to transition those children back into the community or prevent them from being placed out of county; (b) extend “wrap-around” services to all child welfare and probation children and families through the use of team/family group meetings and family search and engagement activities; (c) recruit foster and adoptive homes, in particular those who will can address cultural/ethnic and special needs and/or sibling groups; (d) expand training program for resource homes, including relative and non-relative caregivers and provide them with enhanced supportive services, such as respite care and parent partners.

Reduce re-entries to care following reunification: (a) increase enrollment in Mariposa Wraparound Program and access to services; (b) provide parent/family partners; (c) consistently use the Structured Decision Making tool to assess risk; (d) conduct Team Decision-Making and Family Group Decision-Making meetings to develop and monitor service plans; (d) provide consistent, quality social worker case management services by reducing turn-over and training staff on regulations/ mandates and service issues.

Increase timely exits to permanency: (a) early implementation of concurrent planning activities; (b) continued training for staff and caregivers on the goals of concurrent placement and their roles and responsibilities in the process; (c) encourage community understanding of children’s need for permanency, whether it is through reunification with parents, guardianship, or adoption and educate the community on the mandates and timelines that drive Child Welfare Services actions and Court decisions in permanency matter; (d) increase Family Search and Engagement activities and periodically re-evaluate the ability of parents to provide healthy, safe homes

for their children, even when the child has been out of the home for a long period of time.

Probation

Increase Timely Exits to Reunification: (a) develop a process for engaging families in the service and reunification plan and address transportation and other identified barriers for their participation; (b) identify and offer a parenting course and/or support group to assist families in addressing youth and family issues; (c) provide Wraparound services; (d) connect families with Parent/Family Partners, support groups, and community resources (e) concurrent planning; (f) implement or enhance family search and engagement activities.

DEPARTMENT: Human Services & Probation

BY: James Rydingsword & Gail Neal
PHONE: (209) 966-2000

Julia Brown
HS

RECOMMENDED ACTION AND JUSTIFICATION:

Developed in conjunction with our community partners, it is respectfully recommended that your Board (1) review the State-mandated California Child and Family Services Review (C-CFSR) Self Improvement Plan (SIP) for Mariposa County; (2) authorize the Chairman to sign the Plan and (3) authorize the Department to submit the plan to the State and make minor changes to the document as may be requested by the State in their final review.

BACKGROUND AND HISTORY OF BOARD ACTIONS:

The Self Improvement Plan is part of a three-year cycle to continually improve our County's services for children served by Child Welfare and Probation. In April of 2009 a Peer Quality Case Review for selected cases from Probation and Child Welfare occurred. Staff from nine other counties assisted to review and offer suggestions. Since then your Board approved an extensive document that discussed services (and service gaps) for children in Mariposa County - the County Self Assessment. We now present the Self Improvement Plan (SIP) - our plan for both Probation and Child Welfare for how we plan to improve our services over the next three years. This plan was developed with input from a number of providers and interested partners in the community. A new element this cycle, this plan incorporates the Office of Child Abuse Prevention (OCAP) information and planning cycle. OCAP programs/funding include Child Abuse Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention Program (CBCAP), Promoting Safe and Stable Families (PSSF) and County Children's Trust Fund (CCTF). OCAP has approved that portion of the plan. The Outcomes and Accountability Branch is reviewing the document and there may be minor changes based on their review.

Financial

Submission of this plan does not have a financial impact. Failure to submit the same would have a cost impact in that our allocations could be reduced or delayed.

ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:

Continue services without this service strategy

Continue services with a modified version of this service strategy.

Financial Impact? () Yes (X) No	Current FY Cost: \$	Annual Recurring Cost: \$
Budgeted In 2009/10 FY? () Yes (X) No () Partially Funded		
Amount in Budget: \$ _____		List Attachments, number pages consecutively
Additional Funding Needed: \$ _____		Mariposa County Self Improvement Plan pgs 1-88
Source:		
Internal Transfer _____		
Unanticipated Revenue _____ 4/5's vote		
Transfer Between Funds _____ 4/5's vote		
Contingency _____ 4/5's vote		
() General () Other		

CLERK'S USE ONLY:

Res. No.: 10-252 Ord. No. _____
Vote - Ayes: 3 Noes: _____
Absent: _____
() Approved
() Minute Order Attached () No Action Necessary

COUNTY ADMINISTRATIVE OFFICER:

Requested Action Recommended
 No Opinion
Comments:

CAO: *[Signature]*

The foregoing instrument is a correct copy of the original on file in this office.

Date: _____
Attest: MARGIE WILLIAMS, Clerk of the Board
County of Mariposa, State of California

By: _____
Deputy

BEFORE THE BOARD OF SUPERVISORS
OF THE COUNTY OF MARIPOSA,
STATE OF CALIFORNIA

In the Matter of:

CHILD ABUSE PREVENTION,
INTERVENTION and TREATMENT (CAPIT)
COMMUNITY BASED FAMILY RESOURCE
and SUPPORT (CBFRS) GRANTS

Resolution No. 02-384

WHEREAS, The State of California authorized counties in Section 18965 of the Welfare and Institutions Code, to establish voluntary commissions, boards, or councils to prevent child abuse and neglect, and to establish Children's Trust Funds from which to fund these prevention efforts; and

WHEREAS, The State of California authorized counties in Section 18980, to designate child abuse prevention councils for the purpose of coordinating the community's efforts to prevent and respond to child abuse, and funded from the children's trust fund; and

NOW, THEREFORE, BE IT RESOLVED that the Mariposa County Board of Supervisors designates the Mariposa County Child Abuse Prevention Council (MCCAPC) for purposes of California Welfare and Institutions Code Section 18965 and 18980.

I, **MARGIE WILLIAMS**, Clerk of the Board of Supervisors of the County of Mariposa, do hereby certify that the foregoing resolution was regularly introduced, passed and adopted by said Board at a regular meeting held on the 15th day of October, 2002, by the following vote:

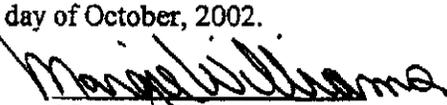
SUPERVISORS

AYES: REILLY, BALMAIN, STEWART, PARKER, PICKARD

NOES: NONE

ABSENT: NONE

WITNESS my hand and the Seal of the Board the 21st day of October, 2002.


Margie Williams,
Clerk of the Board

MARIPOSA COUNTY RESOLUTION NO. 05-248

A RESOLUTION RECOGNIZING THE MARIPOSA COUNTY CHILD ABUSE PREVENTION COORDINATING COUNCIL'S NAME CHANGE TO MARIPOSA SAFE FAMILIES, INCORPORATED

WHEREAS, the State of California authorized counties in Section 18965 of the Welfare and Institutions Code to establish voluntary commissions, boards, or councils to prevent child abuse and neglect, and to establish Children's Trust Funds to fund these prevention efforts; and

WHEREAS, the State of California authorized counties in Section 18980 of the Welfare and Institutions Code to designate child abuse prevention councils for the purpose of coordinating the community's efforts to prevent and respond to child abuse and funded from the Children's Trust Fund; and

WHEREAS, the Mariposa County Board of Supervisors had previously designated the Mariposa County Child Abuse Prevention Coordinating Council for purposes of California Welfare and Institutions Code Sections 18965 and 18980; and

WHEREAS, on January 13, 2003, the Mariposa County Child Abuse Prevention Coordinating Council incorporated as Mariposa Safe Families, Incorporated, a non-profit public benefit corporation and received exemption status under Internal Revenue Code Section 501 (c) (3) on January 16, 2004; and

WHEREAS, the State Office of Child Abuse Prevention has requested a resolution reflecting the name change of Mariposa County Child Abuse Prevention Coordinating Council to Mariposa Safe Families, Incorporated.

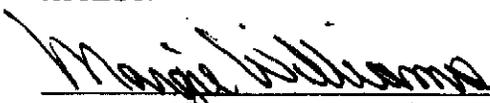
NOW, THEREFORE BE IT RESOLVED, that the Mariposa County Board of Supervisors hereby recognizes the Mariposa County Child Abuse Prevention Coordinating Council's name change to Mariposa Safe Families, Incorporated.

PASSED AND ADOPTED by the Mariposa County Board of Supervisors, a political subdivision of the State of California, this 14th day of June 2005, by the following vote:

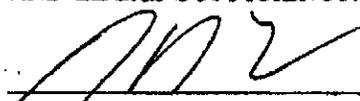
AYES:	STETSON, TURPIN, BIBBY, FRITZ, PICKARD
NOES:	NONE
ABSENT:	NONE
ABSTAINED:	NONE


BOB PICKARD, Chairman

ATTEST:


MARGIE WILLIAMS, Clerk of the Board

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:


THOMAS P. GUARINO, County Counsel

Appendix D: BOS Notice of Intent

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

NOTICE OF INTENT CAPIT/CBCAP/PSSF PROGRAM CONTRACTS FOR Mariposa COUNTY

PERIOD OF PLAN (MM/DD/YY): April 30, 2010 THROUGH (MM/DD/YY) April 30, 2013

The undersigned confirms that the county intends to contract, or not contract with public or private nonprofit agencies, to provide services in accordance with Welfare and Institutions Code (W&I Code Section 18962(a)(2)).

In addition, the undersigned assures that funds associated with Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) will be used as outlined in statute.

The County Board of Supervisors designates The Human Services Department as the public agency to administer CAPIT and CBCAP.

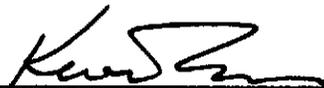
W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF. The County Board of Supervisors designates The Human Services Department as the public agency to administer PSSF.

Please check the appropriate box.

- The County intends to contract with public or private nonprofit agencies to provide services.
- The County does not intend to contract with public or private nonprofit agencies to provide services and will subcontract with _____ County to provide administrative oversight of the projects.

In order to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan:

California Department of Social Services
Office of Child Abuse Prevention
744 P Street, MS 8-11-82
Sacramento, California 95814



County Board of Supervisors Authorized Signature

5-25-10

Date

Kevin Cann

Print Name

Chair, Mariposa County
Board of Supervisors

Title

Attachment E

Child Abuse Prevention Council Board of Directors

Mariposa Safe Families, Inc. Board of Directors (CAPC)

Susan Arlington – Child Welfare Services Social Worker Supervisor II

Pam Gingold – Early Child Educator

Marsha Gray-Feenstra – North County Family Enrichment Center Task Force

Isabelle Garcia – Legal Secretary, Child Welfare Services

Wayne Koher – Shared Leadership

Cathy Lara – Shared Leadership

Gwen Nitta – Program Manager, Mother Lode Job Training Job Connection

Connie Pearce – Deputy Probation Officer, Probation Department Chairperson

Karen Rust – School Counselor, Unified School District

Christene Scott – County Bank

Angela Steele – Program Director, Infant/Child Enrichment Services

Steven Mehlert – Office of the District Attorney

Staff

Cheryl Watson-Bhalla - Executive Director (Kathy Delaney previous Director)

JoEllen Tilton – Administrative Assistant

Board Officers

Chairperson – Connie Pearce

Co-Chairperson – Gwen Nitta

Secretary – Position Currently Open

Treasurer – Christene Scott

Attachment E –Cont.-

Child Abuse Interagency Coordination Committee

Alison Tudor – Mariposa Safe Families, Inc. / Mountain Crisis Services
Angela Steele – Infant Child Enrichment Services (ICES)
Ann Pope – Mariposa School District
Betty Massey - Community
Bill Flaherty – Victim Witness
Brad Aborn – Mariposa County Supervisor, District I
Brian Muller – Mariposa County Sheriff Department
Bryan Blew – Alcohol and Drug Specialist, Heritage House
Buck Cregger – Alcohol and Drug Specialist, BHRS
C. Leanne Kozub, RN – Children’s Hospital of Central California
Candy O’Donnel Browne – Mountain Crisis Services
Cathy Lara – Shared Leadership
Charles Mosher – Mariposa County Health Department
Christine Scott – Mariposa Safe Families Board member
Connie Pearce – Mariposa County Probation
David Smothers - Attorney
Debbie Bennett - Attorney
Debbie Ciapponi – Mariposa County Human Services
Debbie Smith – Mariposa County Human Services Deputy Director of
Employment and Community Services
Denise Conway – Mountain Crisis Services
Dorothy Langworthy – Social Worker Supervisor, Mariposa County Human
Services
Ed Johnson – Foothills Mediation
Emily Casselman – Mariposa County Social Worker
Father Steve Bulfer – St. Josephs Parish
Gail Neal – Mariposa County Chief Probation Officer
Gail Vanderslik – Kinder Music / Youth Groups
Georgene Tarbox – Employment and Development Department
Ginger Lindstedt – Mountain Crisis Services
Gwen Nitta – Mother Lode Job Training
Hannah Violette – Child Welfare Services
Iris Chynoweth – Child Welfare Services
Janet Bibby – Mariposa County Supervisor District III
Janet Chase – Mariposa County Librarian
Janet Gass – Mariposa County Human Services
Jeanne Hetland – First Five
Jennifer McClain – Mariposa County Human Services
Jim Allen – Mariposa County Supervisor District V
Jim Rydingsword – Mariposa County Human Services Director
Jim Thompson – Juvenile Justice Commission

John Lawless – Mariposa County Human Services Department Deputy
 Director of Behavioral Health & Recover Services
 Joyce Burel – Mi Wu Mati
 Judy Taege, MSW – State of California, Community Care Licensing,
 Adoptions Unit
 Karen Rust – Mariposa Safe Families / School District Foster Care Liaison
 Karen Simmons - CASA
 Kathie Butler – Tuolumne Mi Wok Domestic Violence
 Katy Forest – Mariposa County Social Worker Supervisor
 Kevin Cann – Mariposa County Supervisor District IV
 Kim Fletcher – Mariposa County District Attorney
 Kris Casto – Foothills Mediation
 Lisa Ames – Tuolumne Mi Wok Domestic Violence
 Lorna Coci – J.C. Fremont Hospital
 Lyle Turpin – Mariposa County Supervisor District II
 Margarita King – Mariposa County Health Department
 Marna Klinkhammer – Mariposa County Health Department
 Maureen Spacke – J.C. Fremont Hospital
 Meghan Keho – Mountain Crisis Services
 Monica Fieldsted – Principal at Woodland Elementary
 Monique Beaudoin – Mariposa County Probation
 Monty Thornburg – Principal at Springhill
 Nancy Bell – Mariposa County Social Services Deputy Director
 Nancy Carroll - CASA
 Pam Ginghold – CASA / Mariposa Safe Families
 Randy Panietz – Mariposa County Unified School District Superintendent
 Rob Iwama – Deputy District Attorney
 Robert H. Brown – District Attorney
 Ron & Liz Sexon – Mountain Crisis Services volunteers
 Rosalie Gutierrez, MSW – State of California / Adoptions Unit
 Ruth McKinney – Health Department / Smart Start
 Ryan Oliphant – Mariposa County Probation
 Sue Schumacher - CVRC
 Susan Arlington – Mariposa County Social Worker Supervisor
 Susan Robinson - Community
 Toni Southwood – Parent Leader / Mothers Against School Hazing (MASH)
 Vanessa Holt – Mariposa Safe Families

Attachment E –Cont.–

SIP Core Representatives

- a. Child Abuse Prevention Council - Cheryl Bhalla, Executive Director and/or Council Members
- b. County Children's Trust Fund (CCTF) Commission or CAPC if acting as the (CCTF) Commission - see as above
- c. County BOS designated agency to administer CAPIT/CBCAP/PSSF Programs - Human Services - Jim Rydingsword
- d. County Health Department - Dr. Charles Mosher or designee
- e. County Mental Health Department - Human Service/Behavioral Health and Recovery Services - John Lawless
- f. CWS administrators, managers, and social workers and the CAPIT/CBCAP/PSSF Liaison Nancy Bell, Susan Arlington, Katy Forrest, Iris Chynoweth, Angela Harwell, Hannah Violette, Bonnie Bittle, Genaye Mowrer, and Emily Casselman (screener)
- g. Foster Youth - Ian Cummins
- h. Juvenile Court Bench Officer (as participant or consultant) - Wayne Parrish
- i. Native American Tribal Representative Tony Brocchini
- j. Parents/Consumers - Parent Partners + Shared Leadership Committee
- k. Probation administrators, supervisors, and officers - Gail Neal, Connie Pearce, Tim Bennett, Bryce Johnson
- l. PSSF Collaborative (if applicable) - not applicable. Oversight provided by the Human Services Executive Team. Feedback on Human Services initiatives is provided by the Community Partners Group - Gwen Nitta/Mother Lode Job Training, Cheryl Bhalla/Mariposa Safe Families, Jeannemarie McManus/Mt. Crisis Services, Angela Steele/ICES, Chuck Bill/John C. Fremont Healthcare District Administrator, Ed Johnson/Community Mediator Group, Jeane Hetland/First Five Commission, Gail Neal/Probation Chief, Janet Kottman/CASA, John Lawless/BHRS, Lydia Woolsey/Family Resource Council
- m. Resource families and caregivers - Cheryl and Alan Wright and other foster parents.

BEFORE THE BOARD OF SUPERVISORS
OF THE COUNTY OF MARIPOSA,
STATE OF CALIFORNIA

In the Matter of:

CHILD ABUSE PREVENTION,
INTERVENTION and TREATMENT (CAPIT)
COMMUNITY BASED FAMILY RESOURCE
and SUPPORT (CBFRS) GRANTS

Resolution No. 02-384

WHEREAS, The State of California authorized counties in Section 18965 of the Welfare and Institutions Code, to establish voluntary commissions, boards, or councils to prevent child abuse and neglect, and to establish Children's Trust Funds from which to fund these prevention efforts; and

WHEREAS, The State of California authorized counties in Section 18980, to designate child abuse prevention councils for the purpose of coordinating the community's efforts to prevent and respond to child abuse, and funded from the children's trust fund; and

NOW, THEREFORE, BE IT RESOLVED that the Mariposa County Board of Supervisors designates the Mariposa County Child Abuse Prevention Council (MCCAPC) for purposes of California Welfare and Institutions Code Section 18965 and 18980.

I, **MARGIE WILLIAMS**, Clerk of the Board of Supervisors of the County of Mariposa, do hereby certify that the foregoing resolution was regularly introduced, passed and adopted by said Board at a regular meeting held on the 15th day of October, 2002, by the following vote:

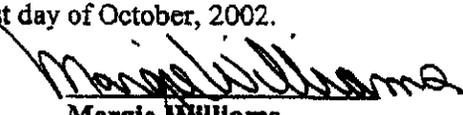
SUPERVISORS

AYES: REILLY, BALMAIN, STEWART, PARKER, PICKARD

NOES: NONE

ABSENT: NONE

WITNESS my hand and the Seal of the Board the 21st day of October, 2002.


Margie Williams,
Clerk of the Board

MARIPOSA COUNTY RESOLUTION NO. 05-248

A RESOLUTION RECOGNIZING THE MARIPOSA COUNTY CHILD ABUSE PREVENTION COORDINATING COUNCIL'S NAME CHANGE TO MARIPOSA SAFE FAMILIES, INCORPORATED

WHEREAS, the State of California authorized counties in Section 18965 of the Welfare and Institutions Code to establish voluntary commissions, boards, or councils to prevent child abuse and neglect, and to establish Children's Trust Funds to fund these prevention efforts; and

WHEREAS, the State of California authorized counties in Section 18980 of the Welfare and Institutions Code to designate child abuse prevention councils for the purpose of coordinating the community's efforts to prevent and respond to child abuse and funded from the Children's Trust Fund; and

WHEREAS, the Mariposa County Board of Supervisors had previously designated the Mariposa County Child Abuse Prevention Coordinating Council for purposes of California Welfare and Institutions Code Sections 18965 and 18980; and

WHEREAS, on January 13, 2003, the Mariposa County Child Abuse Prevention Coordinating Council incorporated as Mariposa Safe Families, Incorporated, a non-profit public benefit corporation and received exemption status under Internal Revenue Code Section 501 (c) (3) on January 16, 2004; and

WHEREAS, the State Office of Child Abuse Prevention has requested a resolution reflecting the name change of Mariposa County Child Abuse Prevention Coordinating Council to Mariposa Safe Families, Incorporated.

NOW, THEREFORE BE IT RESOLVED, that the Mariposa County Board of Supervisors hereby recognizes the Mariposa County Child Abuse Prevention Coordinating Council's name change to Mariposa Safe Families, Incorporated.

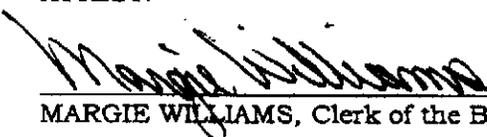
PASSED AND ADOPTED by the Mariposa County Board of Supervisors, a political subdivision of the State of California, this 14th day of June 2005, by the following vote:

AYES:	STETSON, TURPIN, BIBBY, FRITZ, PICKARD
NOES:	NONE
ABSENT:	NONE
ABSTAINED:	NONE



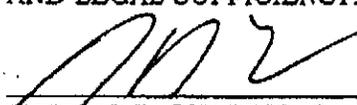
BOB PICKARD, Chairman

ATTEST:



MARGIE WILLIAMS, Clerk of the Board

APPROVED AS TO FORM
AND LEGAL SUFFICIENCY:



THOMAS P. GUARINO, County Counsel

Attachment G

CWS Logic Model

GOAL: To reduce the occurrence of reentry after reunification

Problem: Children who have experienced maltreatment or neglect, culminating in removal from the home, are experiencing high rates of reentry into foster care after successful reunification.

Contextual Factors: A renewed focus on consistently using tools already available; an emphasis on collaboration with other experts within and without the Department, as well as improved collaboration with clients; and a concerted effort to build needed infrastructure within the community to prevent child abuse will all be factors in reducing the occurrence of reentry after reunification.

Resource Development (Inputs) 	Implementation Activities (Outputs) 	Interim Goals 	Long Term Goals
<ul style="list-style-type: none"> • Build a complete infrastructure for the client to encourage success • Fully utilize assessment and outcome measure reports • Continue Parent Education through classes at BHRS and parenting materials provided by social workers • Use Family Finding and Family Search and Engagement to find support systems for families, provide respite, and locate potential resources for placement • Create system to give CWS cases priority in acquiring mental health and drug and alcohol services • Continue to provide and improve holistic services through Wraparound collaborations 	<ul style="list-style-type: none"> • Train more TDM/FGDM facilitators • Utilize SDM tools across the board, consistently, and in a timely manner • Parent Partners to be assigned to every Wraparound meeting • Provide Family Finding training through AOC • Contract with private practice mental health clinicians to provide therapy for some children • Conduct thorough assessments of family members, to include health, mental health, and other issues 	<ul style="list-style-type: none"> • Employ TDM/FGDM/MDT meetings at every crucial juncture in a referral or case, including all placement changes • Obtain training for social workers on SafeMeasures reports • Expand Parent Education, Parent Partners, and Mentors • Full utilization of CWS/CMS Family Engagement Efforts field • Reduce wait time for intake assessments and treatment for GAF 50+ clients • Work with MSF to provide support groups to replace Heritage House activities 	<ul style="list-style-type: none"> • Increase consistency and equity in case management • Increase validity and reliability of safety and risk factors, especially regarding reunification • Help Mariposa Safe Families implement parenting education at the Family Enrichment Center using CAPIT/CBCAP dollars • Enhance Family Finding and Family Search and Engagement through CWS Legal Secretary • Reduce wait time for intake assessments and treatment for all CWS clients • Explore possibilities for getting a residential treatment facility within Mariposa County

Attachment G

CWS Logic Model

GOAL: To increase placement stability for foster children in Mariposa County by decreasing the number of placements experienced by children during a 12-24 month period

<p>Problem: Children who have already experienced upheaval in their lives need stability and commitment by foster parents, relatives, and NREFMs.</p>			
<p>Contextual Factors: Greater placement stability can be achieved by ensuring good fit for children and prospective foster parents, through more conscientious sharing of information about foster children with prospective foster parents, by collaborating through TDM and FGDM meetings, and in providing specialized training and assistance for foster parents.</p>			
<p>Resource Development (Inputs) </p>	<p>Implementation Activities (Outputs) </p>	<p>Interim Goals </p>	<p>Long Term Goals</p>
<ul style="list-style-type: none"> Practice consistent sharing of information with foster parents and consistently hold TDM/FGDM meetings prior to placement change Increase ability of foster parents to deal with issues regarding children Use Family Finding and Family Search and Engagement to find support systems for families, provide respite, and locate potential resources for placement Employ concurrent planning for every placement case Minimize social worker changes throughout the life of the case 	<ul style="list-style-type: none"> Consistently use the Appraisal and Needs Service Plan as part of the placement packet completed by the social worker Identify much needed areas for training of foster parents Provide Family Finding training through AOC Collaborate closely with CDSS Fresno Adoptions District Office and follow up with the same Make efforts to increase social worker retention within the Department 	<ul style="list-style-type: none"> Conduct pre-placement meetings between child and prospective foster parent before each placement Ensure appropriate guest speakers at Foster Parent Association meetings Full utilization of CWS/CMS Family Engagement Efforts field Locate a permanent home at the earliest point in any given case Assign ongoing social worker at earliest point in the case 	<ul style="list-style-type: none"> Decrease the likelihood of poor fit between children and foster parents Provide specialized training and assistance to foster parents to help placements to be more successful Enhance Family Finding and Family Search and Engagement through CWS Legal Secretary Find permanency and stability as early as possible for children in placement Create a management plan to increase staff retention and reduce turnover, and hence inconsistency in worker assignments

Attachment G

Probation Logic Model

GOAL: To increase the number of children who are reunified with parents within 12 months from latest removal from home.

<p>Problem: Delinquent children who have been removed from the home, are experiencing low rates of reunification with family within the goal timeframe of 12 months from the date of latest removal from the home.</p> <p>Contextual Factors: Through such strategies as Family Finding and Family Search & Engagement; Concurrent Planning; Wraparound Services, as well as the implementation of CWS/CMS, the Probation Department plans to increase the likelihood of reunification within 12 months. Additional collaboration with Child Welfare Services will also be a factor in the successful completion of the goal.</p>				
Resource Development (Inputs)	Implementation Activities (Outputs)	Interim Goals	Long Term Goals	
<ul style="list-style-type: none"> Build a complete infrastructure for the client to encourage success in reunification Use Family Finding and Family Search and Engagement to find support systems for families, provide respite, and locate potential resources for placement Implement Probation Department use of CWS/CMS database 	<ul style="list-style-type: none"> Work closely with Child Welfare Services and the Human Services Department to offer comprehensive services through the Wraparound program, including Parent Partners, who will be assigned to every Wrap meeting Provide Family Finding training for staff through AOC Greater coordination with CWS through mutual database 	<ul style="list-style-type: none"> Employ TDM/FGDM/MDT meetings at every crucial juncture in a referral or case, including all placement changes Use resources developed through Family Finding and Engagement to prepare a Concurrent Plan for every child at the earliest point in the case Full utilization of CWS/CMS Family Engagement Efforts field 	<ul style="list-style-type: none"> Engage as many resources as possible in case management to give clients the tools they need to reunify successfully Develop and implement a permanency plan for every child as soon as possible Greater coordination, including information sharing, between the Probation Department and CWS 	

Attachment I

CAPIT, CBCAP, PSSF Program Descriptions

Activities 1 – 10 on the OCAP Summary Worksheet

PSSF Funds

#1. Supportive Services – PSSF Family Support – (25% or \$7,500)

These funds are used by social work staff to provide information and referral services, transportation services, respite care, and parent education resources.

#2. Targeted Case management for Family Maintenance and Probation Guardianship cases – PSSF Family Preservation – (25% or \$7,500)

These funds are used by social work staff to provide targeted case management for Family Maintenance and Probation Legal Guardianship cases by providing services such as respite care and pre-placement preventative services. It is a small but potential funding source for a future Differential Response program.

#3. Family Reunification services – PSSF Time-Limited Family Reunification – (25% or \$7,500)

These funds are used by social work staff to provide transportation, temporary child care, domestic violence referrals/services, mental health services, substance abuse counseling, and general counseling.

#4. Adoption support services – PSSF Adoptions Promotion and Support Services – (25% or \$7,500)

These funds are used by social work staff to provide support for and to expedite the adoption process.

#5. CAPC Support – (CBCAP \$55,000)

These funds are used for the infrastructure of the Child Abuse Prevention Council (aka Mariposa Safe Families). The Child Abuse Prevention Council primary purpose is to coordinate the community's efforts to prevent and respond to child abuse and neglect. The Council networks with other stakeholders in developing plans and strategies for informing the community about child abuse and its prevention. They guide the development and implementation of early intervention programs that could benefit the Mariposa County community.

#6. Family Enrichment Center – (CAPIT \$117,000 for direct services)

The Family Enrichment Center was established in 2008-2009 with the support of Mariposa Safe Families partners the Mariposa County Unified School District, the Department of Human Services, and Mountain Crisis Services, Inc. CAPIT funds (\$117,000) are used to support the Family Enrichment Center in Mariposa proper and virtual Family Enrichment Center services in the underserved North County. Direct services include day care for participants attending grandfamilies support group meetings and other sponsored groups and parent education and support. Other services provided at the Family Enrichment Center are: a comfortable place for confidential conversations, and neighborhood meetings, Healthy Family application assistance, and a Neighborhood Information Center with a designated computer area allowing for the

Attachment I

public to use the Internet or get assistance in learning Microsoft Office applications. (See also, #8 Community Link)

#7. Community Events – (CAPIT \$15,000 and CBCAP direct services \$27, 333)

Mariposa Safe Families participates with other service-providing agencies in conducting community events where Mariposa Safe Families provides child abuse prevention and parenting information. These events are:

Safe at Home Mariposa and North Mariposa County Coulterville – a free family fun fair that links participants to services in the community and opportunities that will support children and the families raising them. Combined over 600 people attend this event with 50 organizations offering free information that supports healthy, happy families. Child abuse prevention and parenting information is available for distribution.

Dad's Celebration – a community event targeted for dads and kids in Coulterville. Child abuse prevention and parenting information is distributed.

Community Baby Shower Mariposa and North County Coulterville – Fall and Spring events to support families with resources and friendship among other parents of small children. Child abuse prevention and parenting information is distributed.

Halloween Carnival – a community event that provides a safe alternative to Trick or Treating. Over 300 people attended the last event and over 13 organizations participated. Child abuse prevention and parenting information is distributed.

Children's Fair – a community fair for children sponsored by the Infant/Child Enrichment Center providing activities for children. Mariposa Safe Families participates and distributes child abuse prevention and parenting information.

Family Movie Night, North County - Families attend a movie night in a town without a movie theater, providing the opportunity to unite families to network and support one another. Child abuse prevention and parenting information is distributed.

#8. Community Link Computer Resources (see also #6 Family Enrichment Center) – (CBCAP \$4,500 public awareness) – Available at www.MariposaLink.org, Community Link is a web-based system that provides information about community resources and child abuse prevention and parenting.

#9. Shared Leadership – (CAPIT \$30,000) – Shared Leadership is a committee of Mariposa Safe Families that develops leadership and gives parents/caregivers a voice. Members of Shared Leadership provide parent partner services to Mariposa Wraparound and participate in multi-disciplinary teams involving children and families who are clients of Child Welfare Services, Probation, and Behavioral Health and Recovery. Other funding for this program comes from Human Services Behavioral Health and Recovery division.

#10. Contract Administration – (CAPIT \$18,000 and CBCAP (\$1,731) – These dollars are used for administration costs.

System Improvement Plan (SIP) References

California Department of Social Services All-County Information Notice 1-50-06 regarding C-CFSR vision, ACIN 1-50-06, August 23, 2006, California Child and Family Services Triennial Review Process and Schedule, <http://www.dss.cahwnet.gov/lettersnotices/PG921.htm> (SIP page 8)

California Department of Social Services All-County Information Notice 1-41-08 regarding guidelines to integrate the OCAP Three-Year Plan into the System Improvement Plan Process, ACIN 1-41-08, July 16, 2008, Integration of The Child Abuse Prevention Intervention and Treatment, Community-Based Child Abuse Prevention and Promoting Safe and Stable Families Three-Year Plan Into the California Children and Family Services Review Process, <http://www.dss.cahwnet.gov/lettersnotices/PG1516.htm> (SIP pages 8, 10)

Reunification and Preventing Reentry into Foster Care

Results-Oriented Management in Child Welfare – Preventing Reentry Into Placement, http://www.rom.ku.edu/ebp_reen.asp University of Kansas School of Social Welfare, 2003, 2004

Other articles at same site: Placement Stability, Timely Reunification, Safety from Recurrence, Timely Adoption, Safety in Foster Care

Northern California Training Academy, The Center for Human Services Re-entry Literature Review, November, 2008, University of Davis Extension Center for Human Services; <http://www.dss.cahwnet.gov/cfsweb/res/pdf/PreventingReentry.pdf>

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Factors affecting Reentry into Foster in San Mateo County Final Report, 1/31/06, Sphere Institute, County of San Mateo Human Services Department, Project Officer - Judy Knowlton, Project Director - Dr. Ursula Bischoff, http://www.sphereinstitute.org/publications/Reentry_Final.pdf

Placement Stability

Northern California Training Academy The Center for Human Services Placement Stability Literature Review August, 2008, <http://www.dss.cahwnet.gov/cfsweb/res/pdf/PlacementStability.pdf>

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Judging Home Conditions as a Present Danger, August 2009, Action for Child Protection, Inc, http://www.actionchildprotection.org/documents/2009/pdf/August_Judging__Home_Conditions

National SafeCare Training and Research Center, Georgia State University, 2010,
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Concurrent Planning in Juvenile Justice, Concurrent Planning: What the Evidence Says, Child Welfare Information Gate, April 2005,
http://www.childwelfare.gov/pubs/issue_briefs/concurrent_evidence.pdf

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http://cssr.berkeley.edu/ucb_childwelfare

Children's Research Center SafeMeasures Data. Mariposa County, CFSR Composite Report, March 22, 2010 from Children's Research Center website, URL:
<http://mariposacounty.org/humanservicesdepartment>