
MONO County

California Child and Family Services

System Improvement Plan

**Child Welfare and Juvenile Probation
Services**

**Child Abuse Prevention, Intervention, and Treatment
Community Based Child Abuse Prevention Program
Promoting Safe and Stable Families**

**Three Year Plan
June 10, 2010 through June 9, 2013**

**Final Report
June 2010**

**BOARD OF SUPERVISORS
COUNTY OF MONO
P.O. BOX 715, BRIDGEPORT, CA 93517
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***Lynda Roberts
Clerk of the Board***

**MEETING of
July 20, 2010**

***Linda Romero
Assistant Clerk of the Board***

**MINUTE ORDER
M10-162
Agenda Item: 7a**

TO: Social Services

**SUBJECT: Child Welfare and Juvenile Probation Services, System
Improvement Plan and Three Year Plan, AB 636**

Action: Approve and authorize the Chairman of the Board of Supervisors to execute the Child Welfare and Juvenile Probation Services System Improvement Plan and the Child Abuse Prevention Three Year Plan (one document); approve and authorize the Chairman of the Board of Supervisors to execute the NOTICE OF INTENT to provide Board Minutes of such action.

Farnetti/Peters, 4-0

Copies sent to:

CAO

County Counsel

Other: Probation

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A. SIP Narrative

I) Description of County Processes for Conducting the SIP

Mono County Department of Social Services (MCDSS) and Mono County Probation Department (MCPD) formed a SIP working group made up of the MCDSS Director, the Chief Probation Officer, the MCDSS Program Manager, the Assistant Chief Probation Officer, the three Child Welfare social workers, the one deputy probation officer, and the director of the Child Abuse Prevention Council.

The team members met with various collaborative groups and conducted focus groups and community group meetings with constituents and service providers. The collaborative groups consulted included 1) Child Abuse Prevention Council; 2) Public Health; 3) Mental Health Services Act Prevention and Early Intervention Coalition; 4) Parenting Coalition; 5) the Court Team; 6) Interviews with Social Workers and 7) Past and current parents/children who have participated in the Mono County Child Welfare System.

In each meeting, the Guiding Principles were presented and discussed along with the quarterly CWS/CMS outcome reports from CDSS. System improvement Information was gathered from these groups and individuals. This information along with that from the Improvement Goals of the PQCR, the County Assessment, and quarterly CWS/CMS outcome reports was combined to identify outcomes and target needed improvement.

The decision making process was again a collaboration among all the team members, data results, results of the PQCR Process and the County Self Assessment.

The data used for the processes of creating improvement goals, targets and outcomes was gathered from the focus groups, community meetings, families/consumers and UC Berkeley.edu/ucb and CDSS quarterly reports.

The information gathered has been integrated into the SIP and prioritized as to the needs of the affected group or individuals and its relationship to the achievement of identified improvement goals, targets and outcomes. For example, the Native American community has certain needs and requirements for their participation in this System Improvement Process and without those needs being addressed their participation could not be guaranteed.

It was therefore the goal to work within these parameters to achieve successful outcomes for both the Native Americans and the SIP plan. This collaborative partnership approach was used to integrate the community, agencies and public into the SIP. Unfortunately, there was no Native American representative or ICWA structure for participation in the SIP.

- II) The focus areas chosen for the 2010/2013 SIP are:
- Placement Stability for CWS
 - Increase utilization of SDM
 - Develop strong Transitional Services of youth
 - Implement Team Decision Making and increase Family Collaboration
 - Formalize Mono County CWS Policy and Procedures
 - Recruit, train, and education foster parents
 - Implement concurrent planning in CWS
 - Purchase and implement Safe Measures
 - Increase county performance in Measures 2B and 2C

Child Welfare: Measure C4.1, 2, 3: Placement stability

The critical importance of placement stability in Mono county child welfare has been highlighted since the most recent PQCR. Child Welfare has reported an increase in the number of teenage girls who have entered care and, anecdotally staff has noticed an increase in placement challenges, see Improvement Goal Matrix 9.0.

Following a review of Safe Measure and quarterly CMS data reports, Mono County CWS, in collaboration with a CDSS state consultant, selected Measure C 4.1,2,3: Placement Stability as the Child Welfare PQCR Focus Area. The definition of Measure C 4.1,2, and 3 is as follows:

Of all children who served in foster care during the year who were in foster care for (1) at least eight days but less than 12 months (Measure C4.1), (2) at least 12 months but less than 24 months (Measure C4.2) or (3) at least 24 months (Measure C4.3) what percent had two or fewer placement settings?

Per U.C. Berkeley's Federal/State Outcome Measure Report for Jan 1, 2008 to Dec 31, 2008 the state rate for Measure C4.1 was, respectively, 82.2%, C4.2, 62.3% and C4.3, 33.4%. Mono County rate for Measure C4.1,2 and 3 was, respectively, 100%, C4.2, 50% and C4.3, 16.7%.

Probation: Measure 8A (state measure) Transition to Self-Sufficient Adulthood
The importance of youth's transition to self-sufficient adulthood is evident in the number of youth on probation who eventually enter the adult justice system. Although many youth are successful while in placement, many enter the adult court, often shortly after turning 18. These youth continue to struggle with alcohol or drug use. This issue is compounded by the fact that it is very difficult for small counties to access funding for ILP services for youth simply because the number of youth on probation is so minimal when compared to the larger counties.

Additionally, implementing evidence-based practices is difficult when at any one given time there will be only one to four youth on probation. Mono County probation focused on the transition to self-sufficient adulthood in the

hopes of clearly mapping both the strengths and challenges of the current supports offered to youth so as to elicit clear direction on how to make improvements.

III) Identify improvement targets or goals and provide a summary of the target goal process. Mono County's PQCR results suggest several key strategies and training needs for CWS and Probation to prioritize. This will include:

- Formalizing policy and procedures
- Increase performance measures 2B and 2C to state standards
- Full utilization of SDM tool
- Develop strong ILP
- Identify and enhance county youth services
- Implement Family collaboration
- Continue and improve foster parent recruitment, retention and training
- Train staff and implement Concurrent Planning
- Purchase and Implement Safe Measures

IV) Current Research (Placement Stability): Children undergo significant stress and a sense of loss and security when they are removed from their home. Lack of placement stability can make these experiences more difficult. The ramifications for improving their permanency planning and reducing their multiple placements help in identifying ways that behavioral and health risks can be reduced for children while they are in the foster care system.

David Rubin et al., states children in foster care experience placement instability unrelated to their baseline problems, and this instability has a significant impact on their behavioral well-being. This finding would support the development of interventions that promote placement stability as a means to improve outcomes among youth entering care (The Impact of Placement Stability on Behavioral Well-Being for Children in Foster Care, 2007, Rubin, David M).

The 1999 Placement Stability Study; controlling for age and length of time in the current placement. Stabilized children were:

- a) More likely to receive therapy;
- b) Rated as less delinquent and oppositional/aggressive;
- c) Viewed as less attached to their birth mother; and
- d) More likely to be placed with foster parents who are rated by caseworkers as competent and caring. (Placement Stability Study, 1999, Mary Ann Hartnet, Ph.D. et. al.)

One of the key findings of the Northern California Training Academy is, "as number of placements increases for children the more likely it is that they will experience later placement disruptions. This is even true for children who were

not initially identified as having behavioral problems.” (p.10, 2008, Placement Stability in Child Welfare Services, Issues, Concerns, Outcomes and Future Directions Literature Review).

Additionally, the Northern California Training Academy finds the following ways will lessen placement instability:

- a) Providing training to the caregiver (e.g. foster parent);
- b) Concurrent Planning (to speed up permanency);
- c) Provide placement –specific services;
 - Transportation assistance
 - Respite Care
 - Foster-family counseling
- d) Child specific services;
 - Mental Health Services
 - Recreation and after school activities
- e) Increase Caseworker retention.

Current Research (Transition to Self-Sufficient Adulthood): The population in danger of being disconnected is extremely diverse. But there are generally four subgroups commonly recognized as composing the vast majority of those at very high risk:

- a) High-school dropouts
- b) Teen parents
- c) Youth emerging from the foster care system
- d) Youth involved with the juvenile justice (and sometimes adult correctional) systems
(The Center for Juvenile Justice Reform and the Jim Casey Youth Opportunities)

Historically the debate within juvenile justice has revolved around questions of acting in the best interest of children versus punishing them for their antisocial conduct (see, Bernard, 1992). Recognizing where the systems have fallen short in the past will help agency leaders and policymakers craft improvements for the future. A focus on youth known to multiple systems enables juvenile justice and child welfare professionals to learn from each other’s successes and failures (The Center for Juvenile Justice Reform and the Jim Casey Youth Opportunities).

Child Welfare Information Gateway believe, “Emphasis is placed on the domains of life skill development, identity formation, community relationships, health and mental health, education, employment, and housing.” (2005, Standards of Excellence)

A short list of skills needed to attain connection by 25 includes:

- The ability to establish relationships, including romantic relationships.

- Education and training for a high level of literacy, numerics, financial literacy, and management of adult challenges in modern society.
- Occupational and employment skills relevant to the labor force in the 21st century's increasingly global markets.
- The ability to contribute to the well-being of others, in neighborhoods and communities.

A short list of the supports and resources that are needed so that young people attain these skills includes:

- Family supports and connections, services to address childhood trauma and deprivation, and services to strengthen relationships with parents and other caregivers.
- Success in school, opportunities to learn basic life skills, reduction in the exposure to and risk of engaging in illegal activities, and residential stability.

(Annie E. Casey Foundation, 2008).

Common to all of these approaches is a recognition that a mix of components is needed to address identified needs, risks, and strengths. Community protection and child protection are of equal concern in handling a crossover population, and it is this realization that is prompting a great deal of interest in strategies that can create partnership between juvenile justice and child welfare.

V) Current Activities in place:

Child/Youth Assessments are completed in a timely manner when the child is placed. In all cases and interviews, efforts were made in establishing communication amongst family members. Social workers were very persistent despite instances of family chaos, hostility or noncompliance. Additionally, in all cases or interviews, children/youth were included in the decision making process related to placement issues.

Relative Placement: - In all cases and interviews, children were either placed with relatives or had consistent contact with relatives. Visitation Plan Efforts - Obtaining and maintaining communication with family members is viewed as a priority. Social Workers make great efforts to keep the families connected.

Activities Partially in place

Concurrent Planning; however, there are delays in implementing concurrent planning, which cause permanency delay issues for the foster children. Foster family recruitment, however, as with a number of small counties foster parent retention and recruitment are a continuing issue.

Structured Decision Making (SDM) has been implemented in Mono County and is helpful for facilitating multi-disciplinary technical planning and stakeholder involvement; although there are currently no MDT meetings or planning processes. The goal of an SDM process is to inform difficult choices, and to

make them more transparent and efficient; however, is not consistently being utilized by the social workers.

VI) New Activities that would Impact Outcomes.

Mono County's PQCR and Self-Assessment results suggest several key strategies and training needs for CWS to prioritize:

- Currently many of the CWS practices in Mono County are informal, and while many result in positive outcomes there is a need to create a formalized Child Welfare Policy and Procedures Manual for utilization by social workers, Matrix Improvement Goal 5.0. This includes formalizing policies on the use of the following:
- Structured Decision Making: this includes both creating policies on the use of SDM and training social workers to consistently utilize the tool.
- Standardized filing guidelines for case folders and files, which includes training all staff on documentation requirements.
- Case conferencing/case consultations with supervisors and other staff. This includes policies on frequency and location of case conferences.
- Concurrent Planning: this includes both creating policies and training staff on implementation of concurrent planning.
- Formal family finding program: this includes both implementing a formal program and training for all staff.
- Family Engagement: formalizing Team Decision Making and training staff on consistent implementation of the model.
- Develop Out of County Resource Guide for services available to youth during placement outside of Mono County
- Mono County should consider utilizing Safe Measures.
- Explore Foster Parent Recruitment and Training options

Mono County Probation will continue to research promising practices for use with youth transitioning to adulthood. Of paramount importance is the creation of a safety net (includes both traditional ILP services and supportive relationships with adults) for youth who have been in an out-of-county placement and are returning home to Mono -County. In addition, probation will:

- Research the use of educational incentives to encourage completion of high school
- Ensure Educational Passport is in the case file

- Consistently document youth assessments

Probation Strengths and Promising Practices

- Youth are commonly involved in case planning and placement decisions.
- Services are offered to youth including specific mental health services such as family counseling, anger management, individual counseling, and Alcohol and Other Drug services.
- Insure that youth do not drop out of school.
- That Probation Officers maintain their openness and positive attitude.
- Probation Officers continue to learn strategies for working with youth in establishing a permanent connection with a caregiver and keep youth from running away from placements.

Probation Challenges and New Activities

- Lack of services for youth in Mono County.
- Lack of funding for financial incentives associated with Independent Living Plan.
- Difficulty in maintaining life-long connection for youth.
- Due to expulsion from school some of the youth have to be moved further away from siblings and/or friends, which contribute to the difficulty in maintaining consistency and attaining a sense of belonging.
- Lack of aftercare services for youth (transitional housing, employment, counseling, peer support for youth, vocational training services available in Mono County).

VII) In Section I the outcomes discussed via the logic models for the SIP Three Year Plan:

- a. CWS Manager and Social Workers will fully implement the Structured Decision Making tool, including policy and procedures, and staff training to increase permanency outcomes.
- b. Formalize CWS Policy and Procedures and Trainings to Reduce reentry into Out-of-Home Care and permanency outcomes.
- c. Re-establish regular Multi Disciplinary Team (MDT) meetings between all prevention and service partners/contractors to establish a continuum of care between all service partners for safety, well-being and permanency outcomes.
- d. Implement policies and procedures and training so social workers understand and utilize the full scope of the concurrent planning process to insure timely processing of CWS case and/or timely adoptions for permanency outcomes.

- i). Staff augmentation (CWS Supervisor, clerical) to free SW's to perform case functions and to enhance case conferencing.
 - ii) Contract with UC Davis to provide a minimum of 6 hours of local Mono County training on Concurrent Planning, which may include all Social Workers, probation officers, foster parents, attorneys, and judges.
- e. Foster Parent recruitment and training.
- f. Family engagement: Establish policy and procedures, and training for initial and ongoing family engagement for participation with all service partners.
- g. Purchase and Implement SafeMeasures: A child welfare agency's mission is to support and protect children, families, and communities. SafeMeasures® software improves outcomes by giving managers, supervisors, and workers the most up-to-date performance indicators at agency, regional, unit, and caseload levels.

SafeMeasures will improve the quality of data, will identify weaknesses in practice and then monitor case progress, will allow users to easily identify problematic cases and take action—before the problems result in negative outcomes and will give access to your current data through a series of interactive reports that are updated at least twice weekly.

- h. Probation will work with transitioning youth to adulthood through ILP Services, educational opportunities, creating supportive relationships, and safety net services for youth returning home from out of county placements.
 - i. Increase CWS Placement Stability

VIII) It is very important that interagency collaboration be brought to the table when considering the challenges and strategies in a child welfare intervention. Child Welfare Information Gateway states that “ you bring powerful people to the table and they will push the system to change” (Walsh, 1999, p.5). Interagency collaboration is “The process of agencies and families joining together for the purpose of interdependent problem solving that focuses on improving services to children and families” (Hodges, Nesman, & Hernandez, 1999, p.8).

The information gathered in the CSA and PQCR will not only be used in the CWS/Probation processes but also integrated into the CAPIT/CBCAP/PSSF Plan by working with the subcontractors in their planning and outcome process, through MDT meetings (see above), policy and procedure development in a coordinated prevention based planning process. The purpose of this coordinated prevention based response to child abuse prevention is to be inclusive to all network partners in the treatment service needs.

IX) PQCR Executive Summary:

All California counties are required to complete a review, including a peer Quality Case Review (PQCR) every three years. The purpose of the PQCR is provide an understanding of actual practices in the field that affect outcomes for safety, permanency, and well being for children in the Child Welfare and Juvenile Probation systems by utilizing outside review by peers and community partners.

The Mono County 2009 PQCR was held from June 8th thru June 10, 2009 as a collaborative effort of Mono County Child Welfare Services and Mono County Probation Department. Peer reviewers represented four counties: Inyo, Fresno, Mariposa, and Merced and two community partners, the Mono County Career Center (Workforce Investment Act (WIA), and Mono County Office of Education. Information was also obtained from interviews, focus groups, and surveys of foster youth and foster parents.

Focus Area

Child Welfare: Measure C4.1, 2, 3: Placement stability

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hopes of clearly mapping both the strengths and challenges of the current supports offered to youth so as to elicit clear direction on how to make improvements.

X) Self Assessment Summary

Strengths identified by focus groups and surveys:

- Preventive Services are available to the entire community (First Five Home Visiting, Parenting Education and Parent Coaching, Home Visiting, Child Abuse Prevention Education).
- Differential Response – CWS utilizes public and private community resources for preventative services. CWS has also substantially increased the use of Voluntary Family Maintenance cases to provide case management and preventative services via Mental Health, private counselors, and/or referrals to Parenting Education (CAPIT/CBCAP) or Parent Coaching (PSSF and CWS funds).
- Wraparound is fully utilized by the Probation Department to assist youth and families to prevent group home placements.
- Collaborative efforts to serve clients between CWS, Probation, Mental Health, and the Health Department

Unmet needs identified through this collaborative process included:

- Mono County has not had a Multi-Disciplinary Team (MDT) for several years Reinstatement of the MDT with strict adherence to Welfare and Institutions Code is requested by Probation and Social Services.
- Reinstating the Public Health Nurse/CWS monthly meetings.
- Funding cuts have or will affect services offered by First Five Home Visiting and Wild Iris.
- Counseling services are difficult for families to obtain if they are not Medi-Cal eligible and do not have health insurance. CWS can pay for counseling for CWS clients when there is an open case, however, Probation has no funding to assist clients with counseling.
- Collaboration between Probation and CWS to provide ILP services for foster youth and emancipating foster youth in Mono County fully utilizing ILP funding, WIA, ILP resource library, and other community resources.
- Identify supportive services for emancipating foster youth because the Emancipated Youth Stipend has been suspended for FY 09-10.
- Although families may be linked with services they are not always engaged. This may be an issue with providers of services as well as clients. Education about family engagement models would be useful in Mono County.
- Lack of foster homes in the county impedes reunification of children with their families

- Though Mono County CWS caseloads are small by comparative standards, Social Workers spend a great deal of their time driving to visit or attempting to visit clients.

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

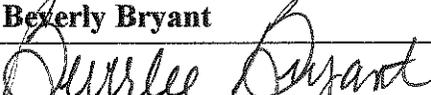
County:	MONO
Responsible County Child Welfare Agency:	Mono County Department of Social Services Child Welfare Services (CWS)
Period of Plan:	6/10/2010 to 6/9/2013
Period of Outcomes Data:	Quarter ending: March, 2009; December, 2008; September, 2008; June, 2008
Date Submitted:	July 20, 2010

County System Improvement Plan Contact Person

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Fax:	760-924-5431
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Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Julie Tiede
Signature:	

Submitted by:	County Chief Probation Officer
Name:	Beverly Bryant
Signature:	

Board of Supervisors (BOS) Approval

BOS Approval Date:	7-20-10
Name:	M. B. HUNT
Signature:	

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2. CWS/Probation Narrative

Mono County used the CSA and the PQCR, quarterly Data reports and the information from the previous SIP to help determine what outcomes needed to be included and determined as the most important for this plan.

It was clear from the PQCR an underlying issue for Social Workers and Probation staff was the availability of time, limited county resources, and lack of county foster homes. Social workers and probation staff must perform all tasks for child and family intervention, placement of children, writing of court reports and court appearances, transporting of children, case filing and data entry, and monthly visits. They must coordinate all services with partners and providers. Social workers identified the need for additional support to assist with their daily, weekly, and monthly tasks. Social Workers and Probation staff identified the limited resources and lack of in county foster homes as great concerns.

Mono County has implemented SDM, a goal of the prior SIP, but has not been able to fully utilize the application. The PQCR identified this as a needed improvement. Community Partners are also small. The PQCR and CSA indicated how concurrent planning, MDTs and TDMs are not used routinely and they indicated the need for these to be re-established or implemented.

Examination of the data clearly indicated that a number of systemic measures need to be reestablished in the county. The MDT had not been in existence for a period of time and the collaborative efforts between prevention partners suffered. While the data indicated that the incidence of recurrence of maltreat was consistently higher than the average, ongoing issues within the case suffered for a variety of reasons:

CWS

- SDM is not used consistently used by CWS Social Workers.
- Team decision making is not used consistently.
- Concurrent planning is not implemented in a consistent manner.
- There is a need for formal family finding practices.
- There is a need to improve foster parent support, education, and training for placements.
- Out of County placements place a great deal of strain on Social Workers to make required visits in a timely manner and provide necessary services for youth. Extensive amount of driving make visits time-consuming and cumbersome, particularly during winter.
- County data analysis indicates that Mono County CWS has difficulty meeting state and federal outcome measure goals in these areas: Timely Immediate Responses and Social Worker Visits to Children in Placement.
- CWS Social Workers must improve data entry into CWS/CMS.

Probation

- Although youth receive services if they are placed in group homes, after care services and ILP services are limited once they return to Mono County.
- The Probation Department does not have funding for counseling services.
- Services for counseling are not available to families who are not Medical eligible or lack insurance.
- There is a great need for Alcohol and Other Drugs (AOD) programs for juveniles. A large percentage of youth in the system have substance abuse issues and are in need of alcohol or drug programs and sober living activities.

CAPIT/CBCAP/PSSF funding

- There is a need for parent involvement in CAPC.
- Training opportunities are not fully utilized for CAPC and parents.
- There is a need to learn more about evidence based programs and to utilize these programs.

Strategies for the Future

1. Improving agency collaborations by reinstating the Children's' Multi-Disciplinary Team (MDT).
2. Explore the possibility of hiring a Social Worker Supervisor to better monitor work performs and improve outcome measures 2C and 2B.
3. Explore the hiring of a Social Services Aide to assist with clerical duties and transportation needs of children and families.
4. Explore ways to enhance bi-lingual services for Parenting Education and Coaching.
5. Improvement in CWS/CMS data entry that will improve outcomes measures 2C and 2B.
6. Develop three year plan for CAPIT/CBCAP/PSSF and continue funding for services already in place.
7. Explore ways to fully utilize ILP funding and Kinship Emergency Fund.
8. Improve quality assurance by purchasing Safe Measures.
9. Formalizing policies for consistent use of SDM tools.
10. Creating policies for the consistent use of Concurrent Planning as well as training staff about implementation of Concurrent Planning.

11. Continue Foster Parent Recruitment and Training efforts.
12. Utilize Team Decision Making on a consistent basis.
13. Explore the use of educational incentives to encourage completion of high school.
14. Enhance ILP opportunities in Mono County: This includes collaboration with CWS, and Probation. This also includes full utilization of ILP funding.

3. CWSOIP Narrative

Over the years Mono County has not always been able to use CWSOIP funding because they have not always spent their allocations. However, with the expanded CWS and Probation outcomes, CWS and Probation both expect to utilize this funding.

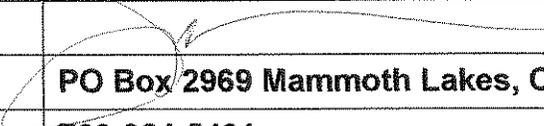
CWS expects to access these funds for two purposes, first is for filling the CWS clerical and supervisor positions. As described above and in the matrix section filling these positions will help resolve a number of issues within Mono CWS; timely visits, reduction in emancipation, reduction in multiple placements, more collaborative case plans, consistent SDM and case conferencing and social worker time to include family involvement in the case planning process. The acquisition of Safe Measures identifies the second purpose for accessing CWSOIP funds.

Probation intends to use CWSOIP for a number of issues, especially those related to helping youth transition into adulthood:

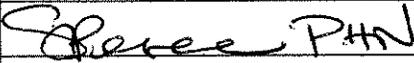
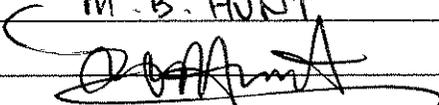
- Enhance and fund parenting classes.
- After care services for emancipated foster youth for housing, employment, and job search and job training, transitional services such as counseling, substance abuse services.
- There is a need for mentoring services and tutors for youth.
- Provide assessment services, independent living skills counseling, referrals to contact community based Organizations.
- Because there are so many out of county placements, provide safety net services for youth returning home.
- Providing independent living services to our youth in order to increase the likelihood of their successful transition from foster care to independent and self-sufficient adults.

Probation ILP officer will develop a referral procedure with social workers, probation officers, family members, prevention partners (MDT) and ILP team (CAPIT/CBCAP/PSSF) and complete a Transitional Independent Living Skills Plan (TILP) as a referral with potentially eligible youth and submit it to the ILP Coordinator at Mono County's Department of Social Services for approval.

CAPIT/CBCAP/PSSF Contact and Signature Sheet

Period of Plan:	6/10/2009 to 6/10/2012
Date Submitted:	July 20, 2010
Submitted by:	Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs
Name & title:	Jan Priddy
Signature:	
Address:	PO Box 2969 Mammoth Lakes, CA 93546
Fax:	760-924-5431
Phone & E-mail:	760-924-1726 jpriddy@mono.ca.gov
Submitted by:	Child Abuse Prevention Council (CAPC) Representative
Name & title:	Sandra Pearce, PHN
Signature:	
Address:	PO Box 3329. Mammoth Lakes, CA 93546
Fax:	760-924-1831
Phone & E-mail:	760-924-1818 spearce@mono.ca.gov
Submitted by:	Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)
Name & title:	NA
Signature:	
Address:	
Fax:	
Phone & E-mail:	

CAPIT/CBCAP/PSSF Contact and Signature Sheet (continued)

Submitted by:		PSSF/CAPC Collaborative Representative
Name & title:	Sandra Pearce	
Signature:		
Address:	PO Box 3329. Mammoth Lakes, CA 93546	
Fax:	760-924-1831	
Phone & E-mail:	760-924-1818 spearce@mono.ca.gov	
Submitted by:		
		CAPIT Liaison
Name & title:	Julie Tiede, Director Social Services	
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Fax:	760-924-5431	
Phone & E-mail:	760-924-1726 jtiede@mono.ca.gov	
Submitted by:		
		CBCAP Liaison
Name & title:	Julie Tiede, Director Social Services	
Address:	PO Box 2969 Mammoth Lakes, CA 93546	
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Submitted by:		
		PSSF Liaison
Name & title:	Julie Tiede, Director Social Services	
Address:	PO Box 2969 Mammoth Lakes, CA 93546	
Fax:	760-924-5431	
Phone & E-mail:	760-924-1726 jtiede@mono.ca.gov	
Board of Supervisors (BOS) Approval		
BOS Approval Date:	7-20-10	
Name:	M. B. HUNT	
Signature:		

**NOTICE OF INTENT
CAPIT/CBCAP/PSSF PLAN CONTRACTS
FOR MONO COUNTY**

PERIOD OF PLAN (MM/DD/YY): 06/10/2010 THROUGH (MM/DD/YY) 06/09/2013

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 **MONO COUNTY SOCIAL SERVICES** as the public agency to administer CAPIT and CBCAP.

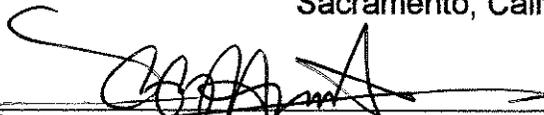
W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF. The County Board of Supervisors designates **MONO COUNTY SOCIAL SERVICES** as the public agency to administer PSSF.

Please enter an X in 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

 7-20-10

Date

 M. B. HUNT

Print Name

 SUP / chair

Title

B. CAPIT/CBCAP/PSSF Plan

1) Description of CAPIT/CBCAP/PSSF County Processes.

Child Abuse Prevention, Intervention, and Treatment (CAPIT) funding supports Parenting Education, Parent Outreach, and the activities of the Child Abuse Prevention Council. CAPIT Services provide preventative services for the general public as well as clients referred via Differential Response, Voluntary Family Maintenance (VFM), Court Ordered Family Maintenance (FM), and Family Reunification (FR). When Mental Health of Juvenile Probation are also involved with the family there is a coordinated effort in conjunction with the Parenting Education Coordinator to work with the family to avoid placement of the child. With CAPIT funding, families in Mono County receive services which would not be available otherwise. These services assist families in resolving parenting issues and prevent further involvement in CWS.

Community Based Child Abuse Prevention Program (CBCAP) funds support a contract with Wild Iris to provide child abuse prevention public education and the Youth Violence Prevention Program. Public education about child abuse and community resources is provided county-wide via radio and newspaper ads in English and Spanish. Public Education also includes newspaper articles in county newspapers and newsletters about child abuse prevention and resources. Child Abuse Prevention Month activities are also supported by this funding. The Youth Violence Prevention Program consists of presentations to children K-12 about the right to personal safety, handling bullying and harassment. The curriculum for high school youth includes information about dating violence, date rape, and self defense. Wild Iris, a domestic violence prevention agency, blends funds from CBCAP and other sources to provide this educational program for youth.

Promoting Safe and Stable Families (PSSF) funds in home parent coaching for high risk children and families referred by CWS. These cases are most often court ordered FM and FR. Blended funding, PSSF and CWS funds, are used to ensure that Parent Coaching is provided for high risk families involved with the CWS system.

County Children's Trust Fund – These funds are overseen by the Child Abuse Prevention Council (CAPC), which is also the County Children's Trust Fund Commission and are geared toward county-wide prevention efforts. CCTF funding is used to provide additional Parenting Education and Coaching in the Walker-Coleville area of Mono County.

2) Mono County Nonprofit Contractors for CAPIT/CBCAP/PSSF Programs.

a) CAPIT/CBCAP/PSSF

Inyo-Mono Advocates for Community Action
224 South Main Street
Bishop, CA 93514
(760) 873-8557
Daniel Steinhagen
2009/2010 contract amount \$63,199

b) CBCAP/PSSF

Wild Iris Women's Services
386 West Line Street
Bishop, CA 93515
(760) 873-8557
2009/2010 contract \$37,200

3) CAPIT/CBCAP/PSSF Quality Assurance System

County Counsel writes and reviews all contracts. CWS analyst, program manager, fiscal manager and director work together to identify and discuss issues regarding contractors. CWS social workers work closely with the program manager to identify any unmet needs of families provided through these contracts. Each service provider submits monthly cost claims within 30 days of the end of the billing month. Quarterly reports are submitted by the provider that includes a narrative of all activities performed, a report containing the designated outcome measures, and a statistical summary of all activities. These reports are reviewed by the county liaison and approved for payment. When discrepancies arise, the department fiscal manager and/or program manager are consulted. The provider is then contacted by the county liaison (the CWS Analyst) to resolve any issues. The department director has met with contracted providers personally to resolve discrepancies. The CWS Analyst represents the department at CAPC meetings and informs CAPC of any issues or concerns regarding contracted providers. The contracted services providers also attend CAPC meetings. A year end summary of services and outcomes is reviewed with our Child Abuse Prevention Council (CAPC). Any changes that are indicated by review of the service and outcome data are discussed in CAPC meetings with the contractor and, if needed, incorporated into contract amendments. These discussions include feedback regarding services and suggestions from the CAPC.

Each service provider evaluates service outcomes and/or client satisfaction. IMACA provides Parenting Education, including anger management, conflict resolution, co-parenting via CAPIT and CBCAP funding and Parent Coaching via

PSSF funding. Outcomes are evaluated using pre and post tests. A pretest is given at the time of Intake for participants in Parenting Education. The post test is administered after 8 sessions of Parenting Education/Coaching. Feedback about the presentation and presenters is provided by participants on the "Parent Group Meeting Feedback" Questionnaire.

The families assisted by these services are families identified as at risk for abuse and neglect by schools, Child Welfare Services, Probation, First Five Home Visiting Program, County Mental Health, or self referral. Short term outcomes and engagement are assessed with the Pre/Post tests. Longer term outcomes are assessed anecdotally through follow-up by CWS/other referring agencies.

Mono County DSS CAPIT/CBCAP/PSSF liaison will continue to visit Parenting Education classes to assess services. One of the most important ways that Mono County DSS evaluates services is feedback from our Social Workers who have referred clients through Differential Response or VFM, FM, and FR to meet case plan goals to reduce the risk of abuse. Social Workers monitor a client's progress in meeting case plan goals via feedback from the Parenting Education Coordinator and assessment of the family situation. CWS Social Workers report engagement of families and positive outcomes.

As part of the Youth Violence Prevention Program (YVPP), Wild Iris gives "Feeling Safe" presentations to elementary, middle, and high school students in Mono County. The presentation format consists of Introduction, Pre-test, Curriculum Presentation, Post-test, and Questions/Conclusions. Wild Iris administers Pre and Post tests to assess the recognition and endorsement of age appropriate knowledge and to obtain general feedback from the students. The students are also asked to evaluate the presentations and presenters. Wild Iris staff reviews evaluation results for the level of student participation as well as increased level of awareness, knowledge of issues, and beliefs.

Short term outcomes and engagement are effectively measured by Pre and Post test evaluations. Longer term outcomes will be addressed by the CAPC thru feedback from the schools and community and as a component of the County Report Card on indicators of the health and well being of families. Wild Iris YVPP presentations have not been visited by the county liaison; however, CAPC members have observed these presentations and reported favorably to the CAPC of which the county liaison is a member.

5. Service Gaps and Needs Included in the CSA:

- Counseling services such as family therapy, for families without health insurance or Medi-Cal.
- The need to adopt a family engagement model such as Team Decision Making.

- Instruction in independent living skills such as money management, job search for foster youth. There is a need to encourage youth to utilize the Resource Library, possibly through monetary incentives.
- After care services for emancipated foster youth for housing, employment, and job search and job training, transitional services such as counseling, substance abuse services.
- Improve availability and access to services in Spanish.
- Public Transportation services in the county are inadequate.
- There is a need for mentoring services and tutors for youth.
- IMACAA's contract did not get renewed in a timely manner. This contract for Parenting Classes is just a small part of IMACA's services. The director of IMACAA became concerned over the State's budget for FY 09/10 causing him to stop all services for the Parenting Classes until a new contract was signed by IMACAA and Mono County Social Services. Although, reassurances by Social Services that payments would not be stopped or slowed to IMACAA, IMACAA stopped the services until a contract was completed causing a 2 month stop in services. There is a need for close cooperation between DSS and contracted community based agencies providing prevention services (CAPIT/CBCAP/ PSSF funded) to avoid any misunderstandings about contracts mid-service delivery, when clients may not have completed all case plan requirements.
- DSS and CAPC need to coordinate training for mandated reporters annually.
- The need to fully utilize training resources made available regionally and locally for CAPC members and parents.
- There is a need to reinstate Mono County's Multi-Disciplinary Team and Public Health Nurse/CWS monthly meetings.

6. Staff/Provider Training:

- During the next three years training and technical assistance will be provided by private, non-profit agencies for CAPC and representatives. Mono CAPC representatives will attend the annual Child Abuse Prevention Conference. Funds are available for regional training. Mono County DSS and CAPC county liaison will utilize regional or local training opportunities as they are available through the Sierra Regional CAPC association. Webcasts, conference calls, in county and out of county trainings will be used. Parenting Education, Anger Management, and Co-Parenting classes are available to all parents, CAPC members, and the general public.

C. System Strengths and Areas Needing Improvement/Unmet Needs – Based upon PQCR findings, analysis of outcome data, and community input:

1. Strengths:

CAPIT/CBCAP/PSSF funded programs (Parenting Education, Parent Coaching, Youth Violence Prevention Program, Public Education for Child Abuse Prevention which includes Child Abuse Prevention Month activities,)

- CAPIT/CBCAP/PSSF funding provides services that are not available otherwise in Mono County. These services are perceived as necessary to prevent child abuse and assist families to reunify.
- Services are highly praised by recipients and referrers.
- Services are offered in Spanish.
- Home visiting is incorporated into Parenting Education and Parent Coaching services.
- Parenting Education utilizes the Systematic Training in Effective Parenting (STEP) curriculum which is a well-supported evidence (research) based practice.

2. Areas Needing Improvement/Unmet Needs:

CAPIT/CBCAP/PSSF funding

- There is a need for parent involvement in CAPC.
- Training opportunities are not fully utilized for CAPC and parents.
- There is a need to learn more about evidence based programs and to utilize these programs.

3. CAPIT/CBCAP/PSSF Strategies for the Future

- As provided for as a CWS/Probation Strategy to increase family participation in the CWS/Probation process the family also needs to participate in the continuing case plan processes. This involvement will be characterized by:

D. CAPIT/CBCAP/PSSF Plan

1. County SIP Team Composition

Director of Social Services, Chief of Probation, Manager CWS, Fiscal Manager CWS, IMACA, Wild Iris, CWS Social Workers, Community Service Solutions, DA, Public (from focus groups), CWS family members.

2. Designated Liaison for each Program:

- a) CAPIT liaison – CWS Program Manager
 - i) Co-liaison CWS Fiscal Manager
- b) CBCAP liaison – CWS Program Manager
 - i) Co-liaison CWS Fiscal Manager
- c) PSSF liaison – CWS Program Manager
 - i) Co-liaison CWS Fiscal Manager

3. Child Abuse Prevention Council (CAPC) – A collaboration of public agency representative, community partners, and parents, provides a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases; Promotes public awareness of the abuse and neglect of children and the resources available for intervention and treatment; Encourages and facilitates training of professionals in the detection, treatment, and prevention of child abuse and neglect; Recommends improvements in services to families and victims; and Encourages and facilitates community support for child abuse and neglect programs. The CAPC also serves as the CCTF Commission and the PSSF Collaborative. Normally the CAPC meets once a month. The CAPC provides funding for regional training to CAPC members and parents. Although parents have been invited to attended regional trainings and the annual Child Abuse Prevention Conference they have not taken advantage of this opportunity thus far. The CAPC is interested in facilitating child abuse reporting training for the mandated reporters. In 2008/09 Mono County CAPC created a “Report Card” summarizing activities child abuse preventive activities by CAPIT/CBCAP/PSSF contractors for the community. In 2010, the CAPC intends to learn more about Evidence Based Informed programs. CAPC structure is overseen by Mono County DSS. CAPC members from IMACA and Wild Iris recuse themselves from any vote that would cause any conflict of interest.
4. Funding Resources used to support CAPC

Fund	Dollar Amount
CAPIT	\$4,200.00 (IMACA Contract)
CBCAP	\$2,100.00 (IMACA Contract)
PSSF Family Support	
CCTF	\$1,749.00
Kids Plate	\$377.00
Interest	\$104.00

5. CAPIT/CBCAP/PSSF Narrative

As identified in the CSA the CAPIT/CBCAP/PSSF Unmet Needs are as follows:

- There is a need for parent involvement in CAPC.
- Training opportunities are not fully utilized for CAPC and parents.
- There is a need to learn more about evidence based programs and to utilize these programs.

While for the purposes of this SIP CWS/Probation and CAPIT/CBCAP/PSSF strategies and outcomes combined to facilitate the

objectives of the complete Child Welfare outcomes; such as reestablished MDT meetings, family participation in case plans, MOU's and policy and procedures defining the roles of collaborative partners etc. as explained in the SIP Matrix Models. The focus of this narrative will be to specifically address the CAPIT/CBCAP/PSSF Unmet Needs as indicated above and how services will be provided during the three year SIP.

Planned activities to address CAPIT/CBCAP/PSSF Unmet Needs:

A forum needs to be created for the interagency discussion of parent's involvement in CAPC. While the reestablishment of MDT meeting will accomplish part of this goal CAPC Prevention Partners need to establish advocates to discuss parent involvement issues with community groups and schools.

Need for Parent Involvement in CAPC		
Year	Activity	Responsible Person
2010/2011	Provide a forum for interagency cooperation and coordination in the prevention, detection, treatment and legal processing of child abuse cases / reestablished MDT meetings	CWS Manager CAPIT/CBCAP/PSSF Prevention Partners
2010/2011	Conducting a public information fair at a local festival	CWS Manager CAPIT/CBCAP/PSSF Prevention Partners
2010/2011	Enhanced effort by social workers and prevention partners to engage affected families in the decision making process and in the achievement of indicated performance goals.	CWS Manager CAPIT/CBCAP/PSSF Prevention Partners
2010/2011	Presenting information about child abuse prevention to various agencies or the general public	CWS Manager CAPIT/CBCAP/PSSF Prevention Partners
2011/2012	Parent support hotlines; Foster the understanding, appreciation and knowledge of diverse populations to effectively prevent child abuse and neglect, especially the growing Hispanic community.	CWS Manager CAPIT/CBCAP/PSSF Prevention Partners

Currently there is no regular Mandated Reporter training conducted for all Mono County prevention partners, in and out of county. Mono County belongs to the Sierra-Sacramento Regional CAPC Coalition, however, because of staffing and other internal issues participation in this resource group has been limited and the training opportunities offered by the Sierra-Sacramento Regional CAPC Coalition have not been utilized.

Proposed Training Opportunities for CAPC and Parents		
Year	Activity	Responsible Person
2010/2011 2011/2012	Establish ongoing training for Mandated Reporters within the county and for contractors outside the county.	CWS Manager CAPIT/CBCAP/PSSF Prevention Partners
2010/2011	Establish in-county training for parents and relatives of child abuse affected families.	CWS Manager CAPIT/CBCAP/PSSF Prevention Partners
2010/2011	Establish/reestablish Mono County participation in the Sierra-Sacramento Regional CAPC Coalition	CWS Manager
2011/2012	CAPC Partners, CWS and Parents participate in the various trainings offered by Sierra-Sacramento Regional CAPC Coalition.	CWS Manager CAPIT/CBCAP/PSSF Prevention Partners

Parenting Education – Funded by CAPIT and CBCAP, Parenting Education utilizes the STEP program (Systematic Training in Effective Parenting), is the only Evidence Based Program. The CAPC Services are provided to Mono County residents in their community and in some cases in their home. This program is a skills based program helping parents identify the goals of misbehavior in order to more effectively deal with the behavior, learn the art of encouraging, respectful communication and how to set limits with natural and logical consequences. Participants in anger management and conflict resolution classes learn how to identify and communicate their needs, and then brainstorm and negotiate their way to solutions that work for everyone. Priority is given to high risk children and families for CAPIT funds.

Conduct pre or post survey to evaluate the outcome data provided by subcontractors not utilizing the STEP Program. Data will be compiled/reviewed by the contractor(s) and submitted to the County liaison at least quarterly. This information will be analyzed and included in the annual report to the Office of Child Abuse Prevention (OCAP).

Learn more about Evidence Based Programs and Utilize in CAPIT/CBCAP/PSSF programs.		
Year	Activity	Responsible Person
2010/2011 2011/2012	Contractually formalize reporting requirements for subcontractors to utilize evidence based reporting data whenever possible.	CWS Manager CAPIT/CBCAP/PSSF Prevention Partners
2010/2011	Eliminate anecdotal reporting of outcomes and formalize procedures for reporting non-evidenced based CAPIT/CBCAP/PSSF program quarterly reporting	CWS Manager CAPIT/CBCAP/PSSF Prevention Partners
2011/2012	Explore effectiveness and cost of evidence reporting tools for subcontractors.	CWS Manager

6. **PSSF Collaborative**
The Mono County CAPC acts as the PSSF collaborative. Members include Mono County Health and Social Services Departments, IMACA, Wild Iris, First 5, and parent and community members. They oversee use of the PSSF funds.

7. **CCTF Commission, Board or Council**
The Mono County CAPC acts as the Mono County CCTF Commission. Members include Mono County Health and Social Services Departments, IMACA, Wild Iris, First 5, and parent and community members. CCTF information is collected by the Social Services liaison and in coordination with the Mono County CAPC this information is made available in the CAPC report card.

8. **Parent Consumers**
Parent training and input is one of the focus areas for this SIP. Please see page 34 for the CAPIT/CBCAP/PSSF training and input, and see page 10 and CWS/Probation matrix for goals and objectives for enhancing parent and family involvement in the planning and implementation process.

9. **The Designated Public Agency**
The Mono County Department of Social Services is the designated public Agency administering CAPIT/CBCAP/PSSF programs. The Social Services analyst is responsible for fiscal compliance and data collection. The Social Services analyst and CWS Program Manager are responsible for preparing county plans and amendments, annual reports and outcomes evaluation. The Social Services analyst monitors subcontractors.

10. **The role of the CAPIT/CBCAP/PSSF Liaison**
The Mono County Social Services analyst acts as the CAPIT/CBCAP/PSSF Liaison, with the CWS Program Manager as co-liaison. The analyst is responsible for data collection from sub-contractors IMACA and Wild Iris, and compiling and analyzing subcontractor data. The analyst and program manager work together in preparing and submitting reports in a timely manner. The program manager is responsible for program coordination. The program manager represents Social Services on the Mono County CAPC and disseminates information to the local CAPC and other community members. The analyst and program manager are responsible to notify OCAP of any contact changes within 30 days.

11. **Fiscal Narrative**
The Co-County liaison receives monthly expenditure reports from the contractors and, after review and approval, including review of all required reports, authorizes the County Auditor to pay the contractors within the limit of their contract budget, from the CAPIT/CBCAP/PSSF grants. CAPIT/CBCAP funds are used to leverage funds from other sources, including private foundations and the State/Federal government. The County will ensure that the CAPIT ten (10) percent cash or in-kind match requirement will be met by all contractors.

12. **Local Agencies – Request for Proposal**
The CAPIT/CBCAP/PSSF County liaison works with the County Purchasing Department to develop the request for proposal (RFP) for the three-year CAPIT/CBCAP/PSSF cycle. Submitted proposals are reviewed by a team composed of representatives from a variety of service-oriented agencies and the Mono County Office of Procurement and Contracts. The lowest responsible bidder(s) whose proposals most closely match the service needs as identified in this document are recommended to the Board of Supervisors to receive CAPIT/CBCAP/PSSF contracts. Priority will be given to non-profit agencies with demonstrated effectiveness in child abuse and neglect prevention and those who submit evidence of broad-based community support. Funds received will supplement, not supplant other State and local public funds and services.

The county shall request that all RFP respondents address the needs of children at risk, and that approval of contractual agreement is supported by CWS and other local public agencies. In addition, the said awarded contract will contain language that assures delivery of services (as appropriate and available) that are both linguistically and culturally appropriate for the population served.

The RFP and services provided will also be reflective of minority populations, related to children (especially those under 14). Additionally, the contracted nonprofits will receive training as necessary to conduct

services and that the contracted nonprofit has the ability to transmit data electronically. The assurance is also give that the contracted nonprofit/agent has not been suspended from participation in the affected program.

13. CBCAP Outcomes

- i. Engagement outcomes: The service provider will demonstrate the ability to identify strengths and needs, and to set personal and family goals activities. One-hundred percent of families enrolled in family preservation programs will be offered services on a voluntary basis, and will utilize consumer satisfaction surveys to monitor success of engagement.
- ii. Short-Term Outcomes: A goal of all programs will be to achieve improvement in client knowledge, attitude, skills and/or personal goals as a result of their participation in program services. To assess these short-term impacts of program services, all contractors will be required to report data on short-term outcomes such as the following for all clients who enter the program.
 - a. Knowledge of parenting and child-rearing skills at program entry and exit.
 - b. Knowledge of child development stages at program entry and exit.
 - c. Knowledge of child behavior and crisis management techniques at program entry and exit.
 - d. Attitude toward specific behaviors displayed by their children at program entry and exit.
- iii. Intermediate Outcomes: It is expected that participants' implementation of the knowledge and skills gained from program services will be associated with their reports of improved family functioning. To measure the extent to which such improvements are achieved, all contractors will be required to report data on intermediate outcomes such as the following for all clients who enter the program.
 - a. Participants' reports of the level of child problem behaviors in the home setting at program entry and exit.
 - b. Participants' reports of their own stress levels at program entry and exit
 - c. Participants' reports of self-efficacy in managing their home environment at program entry and exit.
 - d. Participants' expectations for their children's every-day behavior at program entry and exit.
- iv. Long-Term Outcomes: Finally, it is expected that improvements in intermediate outcomes will result in

improved outcomes associated with child abuse and neglect at the system level. To monitor the extent to which system level changes occur during the three-year period covered by this plan, long-term outcomes will be tracked to include the following:

- a. Rate of substantiated child abuse/neglect referrals.
- b. Time to reunification.
- c. Time to finalized adoption.
- d. Recurrence of maltreatment for children not removed from their home.
- e. Number of adoptive placements that terminate.
- f. Number of new child welfare cases opened per quarter.

14. Peer Review

Peer review provides a structure for review of services by an individual with a similar background as that of the case worker. The accepted baseline indicator is that of the cases reviewed will reflect parent involvement and/or participation at 90% or above. The sampling method will be a random sampling of 5% of the cases.

The improvement strategies will be an emphasis on the importance of parent participation in the offered program by the program staff. The data analysis will be to the 90% benchmark indicator that will indicate met or exceeded target, or need for improvement.

15. CAPIT/CBCAP/PSSF Service Array.

- Parenting Education – Funded by CAPIT and CBCAP, Parenting Education utilizes the STEP program (Systematic Training in Effective Parenting), is the only Evidence Based Program. The CAPC Services are provided to Mono County residents in their community and in some cases in their home. This program is a skills based program helping parents identify the goals of misbehavior in order to more effectively deal with the behavior, learn the art of encouraging, respectful communication and how to set limits with natural and logical consequences. Participants in anger management and conflict resolution classes learn how to identify and communicate their needs, and then brainstorm and negotiate their way to solutions that work for everyone.

Co-Parenting classes are designed to assist divorcing or divorced parents in reducing parental conflict and the risk factors that influence the child's post divorce adjustment. Outreach is done on an on-going basis by the Parenting Education Coordinator who meets with CWS, Probation, Mental Health and Health Department, Schools (School Principals), other agencies and individuals. Other outreach activities include playgroups and barbecues.

Parenting Education is available to the community at large as well as persons referred by CWS, Probation, County Mental Health, or other service providers such as Mono County Health Department or Kern Regional Center. Participants for these programs include persons from the general public and high risk clients referred by CWS. The Parenting Education Coordinator serves clients with disabilities by collaborating with the case manager from Kern Regional Center or Mental Health, for example. The coordinator utilizes volunteers and DVDs, and STEP materials in Spanish to communicate with Spanish speaking clients.

- Parent Coaching and home visiting – Parent Coaching which includes in home visitation, is funded by PSSF and CWS funds, Parent coaching involves in home counseling and parent education. Services address the specific issues presented by families and their children. Services are provided county-wide to all ethnic groups. These services are also available to persons with disabilities. Parent Coaching provides preventive services and services for CWS clients in FM, FR. Parent Coaching is available for foster families, relatives, and NREFMs considering adoption.
- Domestic Violence – Wild Iris, a community based agency provides advocacy and counseling for victims of domestic violence. Wild Iris maintains a collaborative relationship with CWS, Mental Health and Probation by providing specific services for victims of domestic violence referred by these agencies. As a mandated reporter, Wild Iris also reports child abuse and neglect to CWS in addition to referring clients for to Mental Health for counseling or substance abuse services. Wild Iris has bi-lingual staff available to work with Spanish speaking clients. The Youth Violence Prevention Program is funded by CBCAP to provide age appropriate educational presentations about harassment and bullying to all students in Mono County. Presentations are made in English and Spanish.
- First Five Home Visiting Program is a universal home visiting program available to all Mono County parents free of charge beginning in the third trimester of pregnancy and continuing until a child in entering kindergarten. The program is made up of home visiting nurses and educators who provide support in the following areas: This program is an early intervention program providing Prenatal care; Postpartum support; Breast feeding; Child development curriculum; Child proofing the home; Kindergarten readiness; Assistance in connecting to community resources, both public and private. The First Five Home Visiting program has bi-lingual staff. First Five coordinates with Mono County Health Department to ensure available services are provided for children with disabilities. This program is an Evidence Based-Evidence informed program. CBCAP funding could be used in the future.

- Wraparound is coordinated by Mono County Mental Health to provide intensive services for a family when a child is in danger of placement in a group home. Mono County Probation and CWS leverage this funding to serve their youth at risk for group home placement and their families. This has been an effective service in keeping children safe and in their homes.
- Independent Living Services – Mono County DSS maintains a resource library (DVDs, video, books) with independent living skills information for foster youth. Because most foster youth are placed out of county, ILP services are not well developed in Mono County. CWS and Juvenile Probation have discussed the need to work cooperatively to provide or leverage services for foster youth which include money management skills, job search and readiness, housing, counseling, and aftercare services such as housing and employment. Mono County CWS and Probation have developed the “Emancipated Youth Checklist” to make certain that services are provided for emancipating youth, i.e. applications for extended Medi-Cal benefits, Foster Youth Proof of Wardship Letter, WIA Programs Services, assurance that foster youth leave foster care with original birth certificates, social security card, immunization card/ records, medical history, doctor’s names and prescriptions, a copy of high school diploma, and prescriptions.)
- Inyo-Mono Advocates for Community Action (IMACA) provides Parent Education and in-home family coaching, Anger Management, Co-Parenting classes, using CAPIT, CBCAP, and PSSF funds. Clients may also be referred for services provided by Mono County Public Health, Mono County Mental Health (Substance Abuse inpatient or outpatient services) and Wild Iris (domestic violence services, anger management) and the First Five Home Visiting Program.
- Mono County also refers foster parents and relative caretakers to other community resources such as Community Connection for Children (IMACA) child care provider classes and Parenting Education offered via CAPIT/CBCAP/and PSSF funding. This is another way in which Mono County CWS collaborates with community partners to provide services for children and families and to fully utilize available resources.
- Child Abuse Education Services are provided with CBCAP funding. Public Education also includes newspaper articles in county newspapers and newsletters about child abuse prevention and resources. Child Abuse Prevention Month activities are also supported by this funding. The Youth Violence Prevention Program consists of presentations to children K-12 about the right to personal safety, handling bullying and harassment. The curriculum for high school youth includes information about dating violence, date rape, and self defense. Wild Iris, a domestic violence

prevention agency, blends funds from CBCAP and other sources to provide this educational program for youth.

- Husky Club (Mono County Office of Education) - provides after school care for families based upon their ability to pay, receive subsidized child care for children referred by CWS. Services are available to students who attend Mammoth Elementary School.
- IMACA Community Connection for Children – offers a variety of child care services such as Headstart Pre-school in Mammoth Lakes and Coleville, subsidized child care programs, various community events and training, and a resource library. Bi-lingual services are provided.
- Kern Regional Center - Kern Regional Center provides services for individuals with developmental disabilities including case management services. Mono County agencies including CWS and Mental Health work collaboratively with Kern Regional case managers to provide services for clients with developmental disabilities. Kern Regional Center serves clients in Kern, Inyo, and Mono Counties.

16. Service Array Coordination and Collaboration

Collaboration with public and private agencies - CWS works collaboratively with Mono County Probation, Mono County Mental Health, Mono County Health Department, and community based services providers, IMACA and Wild Iris. These collaborations are informal as our agencies have clients in common. Our agencies are also in close proximity (just down the hall). Wraparound is an excellent example of agency collaboration in Mono County. The Probation Department uses Wraparound services, coordinated by the Mental Health Department, to help youth to stay out of group home placement. In addition, services provided by a community based agency (Parenting Education is available to all parents in the community; Parent Coaching can be used for the family involved in Wraparound if they are also involved with CWS.) Due to limited funding and gaps in services agencies must leverage services, blend services, and communicate frequently to obtain services to meet client needs. For example, services are leveraged for CWS clients via Differential Response. Information about available services is shared freely between agencies (e.g. Mental Health seeks assistance from DSS Emergency Food Shelter Program for a homeless client or a CWS Social Worker calls a PHN at the Health Department to find out about California Children's Services for a family with a disabled child). Parent Coaching is provided throughout Mono County via blending of funding of CAPIT/CBCAP/PSSF and CWS funds. CWS does not have a bi-lingual Social Worker despite extensive recruitment efforts. CWS Social Workers rely extensively on Bi-lingual Eligibility Workers. Sometimes, with proper client releases of information, a bi-lingual Mental Health Counselor or Public Health Nurse has interpreted for the Social Worker with a Spanish

speaking client. To serve Spanish speaking clients the Parenting Education Coordinator has made use of volunteers, DVDs or videos in Spanish, and STEP materials in Spanish. Collaborative efforts have at times been limited the Northern and Eastern portions of the county. Probation, CWS, and Public Health have been able to coordinate successfully together in reaching these families, often traveling together for joint meetings with families in their homes. Mental Health staff has been limited in meeting with families in areas outside of their offices. Once, again, travel for all community partners can be an obstacle. When staff is located in Mammoth Lakes and the family in the town of Walker, travel time one way in good weather is an hour and half.

CWS and Probation also participate collaboratively in the following:

- Child Abuse Prevention Council
- School Attendance Review Board (SARB)
- Multi Agency Council (MAC)
- Sexual Assault Task Force
- Death Review Team

CAPC Member Roster

- Barbara Miller – Director, Husky Club (after school care)
- Kathy Peterson – Chairperson, First Five Commission
- Lisa Reel – Executive Director, Wild Iris
- Susi Bains – Domestic Violence Program Manager, Wild Iris
- Sandra Pearce - PHN, Mono County Health Department
- Mary Stanley – Program Manager, Mono County Department of Social Services
- Kristina McDaniel – Parent consumer, Town of Mammoth Lakes
- Terri Speidal – Director, IMACA
- Michele Merchant – Community Member

Mono County SIP Planning Committee Roster

- Julie Tiede – Social Services Director
- Beverly Bryant – Chief Probation Officer
- Mary Stanley – CWS Program Manager
- Sandra Pearce – CAPC and Mono County Health Department
- Michele Merchant – Community Member
- Jan Priddy – CWS Fiscal Officer

Program Descriptions

1. Team Decision Making (TDM): Mono County's approach to TDM is a network strategy involving CWS, Probation, the family, CAPC, Parent educator through IMACA (CAPIT) and drug court partners to create solutions for children and parents. The program provides comprehensive support of parents, developing parenting skills, improves family access to resources, and addresses the unmet needs of children, focusing on those 14 years of age and under.

2. Independent Living Program (ILP): The purpose of this program is to have Probation and CWS develop a strong ILP Program within Mono County for emancipating youth and returning foster care children older than 18 years old. Aftercare program practices will include location of resources for youth within the community and the identification, and access of funding for the current ILP program so that fewer youth leave Mono County after foster care services.

The program provides parenting services for parenting teens, family support services, services for minority populations, family access to formal and informal services, and substance abuse services

3. Parent Education: The Mono County Parenting Education Program utilizes the STEP program (Systematic Training in Effective Parenting) and is the only Evidence Based CWS Program. The services are provided to Mono County residents in their community and in some cases in their home. This program is a skills based program helping parents identify the goals of misbehavior in order to more effectively deal with that behavior, learn the art of encouraging, respectful communication and how to set limits with natural and logical consequences. Participants in anger management and conflict resolution classes learn how to identify and communicate their needs, and then brainstorm and negotiate their way to solutions that work for everyone. Priority is given to high risk children and families.

This program will strengthen parental relationships, improve parenting skills and increase relationship skills within the family to prevent child abuse and neglect, and promote timely family reunification. The program will support parents with disabilities, and provide referrals for early health and development services.

4. Foster Parent Outreach and Education: Is a continuation of the 2007-2010 SIP Program to recruit, train, educate and support the current and future Mono County Foster Care Parents. With no foster care agencies in Mono County a continuing effort is necessary to find and support foster parents within the county to strengthen family reunification services. Recruitment efforts will be together with Child Abuse and Neglect Awareness activities.

5. Child Abuse Prevention Conference (CAPC) Training: Mono CAPC representative(s) will attend the annual Child Abuse Prevention Conference regional meetings in Sacramento in person or via conference calls. The Mono County DSS and CAPC county liaison will utilize regional or local training opportunities as they are available

through the Sierra Regional CAPC Association. These trainings are sponsored by the State of California, outside contractors or other California counties. Webcasts, conference calls, in county and out of county trainings will be used. Parenting Education, Anger Management, and Co-Parenting classes are available to all parents, CAPC members, and the general public.

Attachment A
Mono County SIP Component Template

Outcome/Systemic Factor: C4.1-4.3 PLACEMENT STABILITY

County's Current Performance: Between April 2006 and September 2008, between 85.7 to 100%, experienced no recurrence of maltreatment within 6 months of a prior episode. This is consistently above the state average of 92-93%; However between 4/1/06 & 3/31/09 C3.1-3.2 show 0 exits to permanency and from April 2008 to March 2009 C-4.1, C4.2, C4.3 Placement stability decreases the longer children are in care, from 100% (8days to 12 months in care) to 16.7% for children in care 24months and longer.

Improvement Goal 1.0 Increase Placement Stability through the development of policies and procedures and find trainings to guide social workers and probation officers in their interviews and engagement activities with family members, youth, tribe, extended family, and friends to encourage the active participation of all interested parties in the development of a Strengths and Needs Assessment/Social Study and Case Plan.

Milestone	Strategy 1.1 Develop policies and procedures to establish TDM meetings on a regular basis	CAPIT				Strategy Rationale Key to the success of increasing permanency outcomes and increasing placement stability will be to build support for staff to engage key partners, such as the Family, Tribe(s), Child Abuse Prevention Council (CAPC), Parent Education/Coaching (CAPIT/CBCAP/PSSF) and Drug Court partners.
		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Milestone	1.1.1 Train staff on new policies and procedures for Team Decision Making model.	July 1, 2010 to April 2011				Assigned to CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, Director of Social Services, Julie Tiede. CWS Manager and SW Manager, Mary Stanley, Chief Probation Officer (also Probation Officer Supervisor), Beverly Bryant, Probation Officer, Curtis Hill, CAPC, CBCAP, PSSF Service Partners, IMACA and Wild Iris. CWS Manager and SW Manager, Mary Stanley, Chief Probation Officer (also Probation Officer Supervisor), Beverly Bryant, Probation Officer, Curtis Hill, CAPC, CBCAP, PSSF Service Partners, IMACA and Wild Iris.
	1.1.2 Build support from key system providers; such as service providers, court, Parenting Education, etc.	March 1, 2011 to May 1, 2011				
	1.1.3 Build support and orientate staff for implementation and exit approach.	March 1, 2011 to June 1, 2011				
Milestone	Strategy 1.2 Encourage staff to utilize new and updated CWS policies and procedures on Case Conferencing.	CAPIT				Strategy Rationale Increasing permanency outcomes, increasing placement stability, reduction in reentry, reduction in maltreatment are all related to a joint collaborative approach to prevention services.
	1.2.1 Increase staff usage of case conferencing on a consistent basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Improvement Goal 2.0 FAMILY COLLABORATION: ESTABLISH POLICY AND PROCEDURES AND TRAINING FOR INITIAL AND ONGOING FAMILY PARTICIPATION WITH ALL SERVICE PARTNERS

Strategy 2.1 Involve the family in a collaborative team decision making process and case planning.

<input type="checkbox"/>	CAPIT	Strategy Rationale The families and child's support team are involved in ongoing community support systems, such as parenting classes, drug and alcohol recovery etc.
<input type="checkbox"/>	CBCAP	
<input type="checkbox"/>	PSSF	
<input type="checkbox"/>	N/A	

Milestone	Timeframe	Assigned to
2.1.1 Increase families, social workers, and parent educator/coach collaboration on specific reunification plans.	June 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley
2.1.2 Encourage families to develop ownership and follow these plans through the case planning process..	September 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley
2.1.3 Develop a plan for follow-up care, service, referrals and support.	January 1, 2012	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley
2.1.4 Increased participation with families, Foster Parents, Social Workers, Probation Officers, and Parent Educator in the case planning process	January 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede, Probation Officer, Curtis Hill, Chief Probation Officer (also Probation Officer Supervisor), Beverly Bryant
2.1.5 Provide training for families, Social Workers, Probation Officer, CAPC members through regional CAPC association	January 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede, Probation Officer, Curtis Hill, Chief Probation Officer (also Probation Officer Supervisor), Beverly Bryant, CAPC, CBCAP, PSSF Service Partners, IMACA and Wild Iris.

Improvement Goal 3.0 Formalized Informal Child Welfare Policy and Procedures for utilization by social workers.

Strategy 3.1. Re-write policies and procedures manuals to provide best tools possible in making critical case assessments and decisions.

Strategy Rationale:
Formalized CWS Policy and Procedure manual will give social workers a method to identify and improve recipient outcomes.

<input type="checkbox"/>	CAPIT
<input type="checkbox"/>	CBCAP
<input type="checkbox"/>	PSSF
<input type="checkbox"/>	N/A

3.1.1 Standardized filing guidelines for case folders and files, which includes training all staff on documentation requirements.	March 1, 2011	CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
3.1.2 Write procedures for supervisors to utilize when counseling staff on case conferencing/case consultation.	July 1, 2010	CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
3.1.3 Creating policies and training staff on implementation of concurrent planning.	March 1, 2011	CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
3.1.4 Implementing a formal program and training for all staff on Family Finding.	October 1, 2010	CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
3.1.5 Family Engagement: formalizing Team Decision Making process and train on consistent implementation of the model.	March 1, 2011	CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
3.1.6 Develop Out of County Resource Guide for services available to youth during placement outside of Mono County.	March 1, 2011	CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
3.1.7 Write guide on Placement Challenges.	March 1, 2011	CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede

Improvement Goal 4.0 Recruitment, Training, and Support for Foster Care Families. From the last SIP Mono County has been able to recruit one Foster Care Family.

Milestone	Timeframe	Strategy 4.1 Foster Parent Outreach and Education				Strategy Rationale: By reaching out to the community through advertising and community events there is increased awareness about the need for Foster Care parents, including the need for relative, guardian and non-relative extended Foster Family homes.	Assigned to
		<input type="checkbox"/> CAPIT	<input checked="" type="checkbox"/> CBCAP	<input checked="" type="checkbox"/> PSSF	<input type="checkbox"/> N/A		
4.1.1 Increase media outreach-radio, television, newspapers and newsletters 4.1.2. Participate in community events such as the Car Seat Clinic, Family Health Fair, Kidapalooza, etc. 4.1.3 Share information about up-coming events, human interest stories at BOS meetings, CAPC meetings, Domestic Violence Task Force meetings etc. and in community newsletters. 4.1.4 Revise foster parent presentation geared toward community organizations. 4.1.5 Maintain and update Foster Parent educational materials and video library	Timeframe	On-going				CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi	
		On-going				CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi	
		On-going				CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede, Chief Probation Officer (also Probation Officer Supervisor), Beverly Bryant	
		On-going				CWS Manager and SW Manager, Mary Stanley	
		On-going				CWS Manager and SW Manager, Mary Stanley	

Improvement Goal 5.0 IMPLEMENT POLICIES AND PROCEDURES AND TRAINING TO HELP SOCIAL WORKERS UNDERSTAND AND UTILIZE THE FULL SCOPE OF THE CONCURRENT PLANNING PROCESS TO INSURE TIMELY PROCESSING OF CWS CASES AND/OR TIMELY ADOPTIONS FOR PERMANENCY OUTCOMES.

- a). ENHANCE CASE CONFERENCING
- b). UC DAVIS TRAINING

		Strategy Rationale							
		CAPIT	CBCAP	PSSF	N/A				
Strategy 5.1 Enhance case conferencing between social worker manager/supervisor.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
		July 1, 2010							
		July 1, 2010							
		July 1, 2010							
Milestone	5.1.1 CWS Manager will identify times and locations for regular case conferencing.	Assigned to CWS Manager and SW Manager, Mary Stanley							
	5.1.2 Incorporate regular case conferencing in CWS policy and procedures.					Assigned to CWS Manager and SW Manager, Mary Stanley			
	5.1.3 Prescheduled Wednesday mornings each week for case conferencing.								
Strategy 5.2 Train staff to the proper and current concurrent planning standards.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
		September 1, 2011							
		January 1, 2011							
		April 1, 2011							
Milestone	5.2.1 Incorporate concurrent planning into CWS policy and procedures.	Assigned to CWS Manager and SW Manager, Mary Stanley							
	5.2.2 Contact UC Davis for 6 hours of on-sight concurrent planning training.					Assigned to CWS Manager and SW Manager, Mary Stanley			
	5.2.3 Conduct concurrent planning training and on an ongoing basis adjust policies and procedures to current standards.								

Improvement Goal 6.0 USE OF POLICIES, PROCEDURES, AND TRAININGS TO INCREASE PERMANENCY OUTCOMES AND INCREASE PLACEMENT STABILITY			
Milestone	Strategy 6.1 Develop policies and procedures in interviewing and engagement activities for family members, youth, teenage girls, tribe, extended family, and friends.	Strategy Rationale	
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Policy and procedures not formally established as structured guidelines for case development; currently being done on an informal basis. Formalizing decision making processes will create better outcomes and better placement stability.
Milestone	6.1.1 Examine existing CWS policies and procedures and decide what new policy and procedures are needed.	September 1 2010 to January 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
	6.1.2 Revise and write new policies and procedures as needed.	February 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
	6.1.3 Train staff to new policy and procedures.	March 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
Strategy 6.2 Find trainings to guide social workers and probation officers in their interviews and engagement activities with family members, youth, tribe, extended family, and friends to encourage the active participation of all interested parties in the development of a Strengths and Needs Assessment/Social Study and Case Plan.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Strategy Rationale Train all prevention partners to revised CWS's policy and procedures (including families) in an effort to coordinate and collaborate service delivery.
Milestone	6.2.1 Present and review Policy and procedures at regular MDT meetings.	June 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
	6.2.2 Train all prevention partners on policy and procedures.	July 1, 2011	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede
	6.2.3 Continue to revise policy and procedures, and coordinate with policies of prevention partners.	February 1, 2011 to June 1, 2013	CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden, CWS Manager and SW Manager, Mary Stanley, Director of Social Services, Julie Tiede

Improvement Goal 7.0 IMPLEMENT THE STRUCTURED DECISION MAKING TOOL, INCLUDING POLICY AND PROCEDURES, AND STAFF TRAINING TO INCREASE RISK, SAFETY AND PERMANENCY OUTCOMES.

Strategy 7.1 SDM is not being consistently used by the Social Workers. Outcome performance includes both creating policies on the use of SDM and training social workers to consistently utilize the tool.

Milestone	7.1.1: Train/retrain social workers, supervisors/managers as to the usage of the SDM policy and procedures, and decision making tools.	7.1.2: Social Workers full utilization of SDM.	7.1.3: SDM fully reviewed by CWS Supervisor	Timeframe	CAPIT CBCAP PSSF N/A	Strategy Rationale	SDM
				January 1, 2011 to April 1, 2011		provides child welfare workers with the best tools possible to help in making critical case assessments and decisions. Using such a model, child protection workers are able to accurately and consistently classify families according to the likelihood of subsequent problems.	
				April 1, 2011			Assigned to
				April 1, 2001			CWS Manager and SW Manager, Mary Stanley CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden CWS Manager and SW Manager, Mary Stanley

Outcome/Systemic Factor: CWS Measure 8A

Improvement Goal 1.0 PROBATION AND CWS TO INSURE YOUTH LEAVING FOSTER CARE AFTER AGE 18 HAVE FAMILIAL AND SOCIAL CONNECTIONS, EDUCATIONAL OPPORTUNITIES, HOUSING, MEDICAL CARE, AND EMPLOYMENT OPPORTUNITIES.

<p>Strategy 1.1 Develop a strong ILP Program to help the dedicated ILP staff coordinator and CWS/Probation staff.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p>Strategy Rationale. Fewer youth reenter the legal/court system because transitional services were offered.</p>
<p>Milestone</p>	<p>1.1.1 Locate resources in the community and access their services for transitioning youth.</p>	<p>August 1, 2010 to March 1, 2011</p>	<p>Assigned to</p> <p>CWS Manager and SW Manager, Mary Stanley, Chief Probation Officer (also Probation Officer Supervisor), Beverly Bryant, Probation Officer, Curtis Hill</p>
	<p>1.1.2 Identify and access funding to enhance ILP Program.</p>	<p>September 1, 2010</p>	
	<p>1.1.3 Work with schools over the expanding expulsion problem and staying in contact with these children consistently.</p>	<p>January 1, 2011 to June 1, 2011</p>	
<p>Strategy 1.2 Identify and enhance aftercare programs to provide services for youth in Mono County.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	<p>Strategy Rationale Currently there is a lack of supportive services for youth in Mono County. Lack of aftercare services contribute to the difficulty of staying in touch with youth (especially out of county), which contribute to youth's lack of sense of belonging and eventual reentry into the system.</p>
<p>Milestone</p>	<p>1.2.1 Train service partners to new aftercare program and how collaborative partnerships can be maintained.</p>	<p>September 1, 2011</p>	<p>Assigned to</p> <p>CWS Manager and SW Manager, Mary Stanley, Chief Probation Officer (also Probation Officer Supervisor), Beverly Bryant</p>
	<p>1.2.2 Identify any additional funding (grants etc).</p>	<p>April 1, 2011</p>	

Outcome/Systemic Factor: INCREASE PERFORMANCE IN MEASURES 2B and 2C			
County's Current Performance: Between January 2008 and March 2009 performance measure 2B 10-day response compliance ranges from 66.7% to 93.3% and immediate response from 75% to 100%. Between May 2008 and March 2009 performance measure 2C monthly Social Worker visits ranged from 38.7% to 70.3%			
Improvement Goal 1.0 Improve data entry in CWS/CMS by socials to increase performance for measures 2B and 2C.			
Strategy 1.1 Hire new CWS staff (CWS supervisor, CWS clerical) to free social workers to perform case functions.	<input type="checkbox"/> CAPIT	Strategy Rationale Currently social workers are performing non-social duties such as transportation and clerical duties, which take away for social worker visits, case reviews, concurrent planning etc.	Assigned to
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input type="checkbox"/> N/A		
July 1, 2010 to January 1, 2012		CWS Manager and SW Manager, Mary Stanley, Fiscal Manager, Jan Priddy and Director of Social Services, Julie Tiede.	
Milestone	1.1.1 Identify funding and hire CWS clerical staff and CWS Supervisor.	July 1, 2010	CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden
	1.1.2 Train staff on CWS/CMS proper data entry and protocols	January 1, 2011	CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden
	1.1.3 Increase SW monthly home visits and timely entries into CWS/CMS for monthly home visits and response compliance for measures 2B and 2C.		
Strategy 1.2 SafeMeasures will be used by managers, supervisors, and workers to identify weaknesses in practice, easily identify problematic areas, and provide access to current data through a series of interactive reports.			
Milestone	1.2.1 Identify funding resources needed to purchase SafeMeasures.	<input type="checkbox"/> CAPIT	Strategy Rationale The use of SafeMeasures software provides access to managers, supervisors, and workers to the most up-to-date performance indicators at agency, regional, unit and caseload levels.
	1.2.2 Acquire administrative and BOS approval for the purchase of SafeMeasures.	<input type="checkbox"/> CBCAP	
	1.2.3 Purchase SafeMeasures	<input type="checkbox"/> PSSF	
	1.2.4 Provide staff with Safe Measures training	<input type="checkbox"/> N/A	
July 1, 2010		CWS Manager and SW Manager, Mary Stanley, CWS Fiscal Manager, Jan Priddy, Director of Social Services, Julie Tiede	
November 1, 2010		CWS Fiscal Manager, Jan Priddy, Director of Social Services, Julie Tiede	
March 1, 2011		CWS Manager and SW Manager, Mary Stanley, CWS Fiscal Manager, Jan Priddy	
March 1, 2011		CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden	

Improvement Goal 2.0 IMPLEMENT THE STRUCTURED DECISION MAKING TOOL, INCLUDING POLICY AND PROCEDURES, AND STAFF TRAINING TO INCREASE RISK, SAFETY AND PERMANENCY OUTCOMES.

Strategy 2.1 SDM is not being consistently used by the Social Workers. Outcome performance includes both creating policies on the use of SDM and training social workers to consistently utilize the tool.

Milestone	Timeframe	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input type="checkbox"/> N/A	Strategy Rationale SDM provides child welfare workers with the best tools possible to help in making critical case assessments and decisions. Using such a model, child protection workers are able to accurately and consistently classify families according to the likelihood of subsequent problems.	Assigned to
2.1.1: Train/retrain social workers, supervisors/managers as to the usage of the SDM policy and procedures, and decision making tools.	January 1, 2011 to April 1, 2011			CWS Manager and SW Manager, Mary Stanley
2.1.2: Social Workers full utilization of SDM.	April 1, 2011			CWS Manager and SW Manager, Mary Stanley, CWS Social Workers, Alex Ellis, Marlo Preis, and Jodi Golden
2.1.3: SDM fully reviewed by CWS Supervisor	April 1, 2001			CWS Manager and SW Manager, Mary Stanley

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

Mono County BOS in approval of SafeMeasures purchase, CWS staff additions

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

Ongoing training material and actual training from UC Davis and CDSS. Training material and support from SafeMeasures. CDSS for support and training materials for placement stability, MDT meetings, family engagement, and transitional services for youth over 18 years old.

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

MOU agreements by service partners to participate in Concurrent Planning training, adoptions workers, CASA volunteers, foster parents and agencies, attorneys, and judges etc. Resumption of MDT Team meeting will require agreements and participation of service partners to resume the meetings (Public Health, Mental Health, DA, CAPIT, CBCAP, PSSF, Probation, etc.). UC Davis Training material on family engagement.

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

None at this time.

(1) COUNTY: MONG (2) PERIOD OF PLAN: 6/1/01 to 6/30/12 (3) YEAR: 1, 2, and 3
CAPT: \$50,000 CBAP: \$28,814.00 PRSF: \$10,000.00 OTHER: \$10,000.00

Line #	Title of Program/Service	SIP Strategy No., if applicable	Name of Service Provider, if available	CAPT			CBAP			PRSF				OTHER	TOTAL
				F	P1	P2	F	P1	P2	Q1	Q2	Q3	Q4		
1	Local Decision Making	C													
2	Independent Living Program	1	BAACA and WHHHS												
3	Parent Involvement	2	BAACA	\$50,000	\$10,814	\$8,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
4	Parent Training Outreach and Education	4	WHHHS												
5	CAAC Training	5	BAACA	\$1,000											
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