

COUNTY OF BUTTE  
DEPARTMENT OF EMPLOYMENT AND SOCIAL SERVICES



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April 15, 2011

Bureau Chief  
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Children and Family Services Division  
California Department of Social Services  
744 P Street, MS 8-12-91  
Sacramento, CA 95814

Re: 2011 - 2014 Butte County System Improvement Plan - FINAL

To Whom It May Concern;

Please find attached the original copy of the 2011 - 2014 Butte County System Improvement Plan plus two copies. These include the following required elements:

- County cover page
- Board of Supervisors Minute Order/Resolutions
- Table of contents
- SIP Narrative
- Part I – CWS/Probation with Signatures
- Part II – CAPIT/CBCAP/PSSF with Signatures
- Attachments

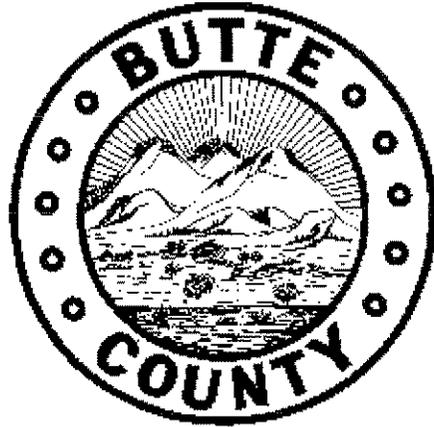
This document was submitted electronically on April 15, 2011 as well. Please do not hesitate to contact me if you have any questions. I can be reached at (530) 538-3737 or via e-mail at [pmorelli@buttecounty.net](mailto:pmorelli@buttecounty.net).

Thank you,

Patti Morelli  
Administrative Analyst, Senior

Attachments: 2 copies of the SIP

California  
Child and Family Services Review



Butte County  
System Improvement Plan  
and  
Child Abuse Prevention,  
Intervention and Treatment (CAPIT),  
Community-Based Child Abuse Prevention (CBCAP)  
and Promoting Safe and Stable Families (PSSF) Plan

April 16, 2011 through April 15, 2014

Cathi Grams, Director, Butte County Department of  
Employment and Social Services - Child Welfare Services

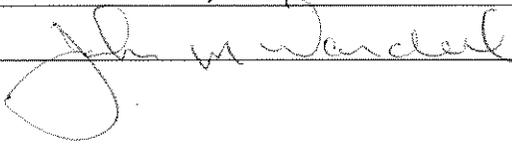
~

John Wardell, Chief Probation Officer - Juvenile Probation

~

Submitted to the California Department of Social Services – April 15, 2011

SIP Cover Sheet

<b>California's Child and Family Services Review System Improvement Plan</b>	
<b>County:</b>	<b>Butte</b>
<b>Responsible County Child Welfare Agency:</b>	Butte County Department of Employment and Social Services
<b>Period of Plan:</b>	<b>April 16, 2011 through April 15, 2014</b>
<b>Period of Outcomes Data:</b>	(1) Through Quarter 2, 2010
<b>Date Submitted:</b>	(2) April 15, 2011
<b>County Contact Person for County System Improvement Plan</b>	
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<b>Submitted by each agency for the children under its care</b>	
<b>Submitted by:</b>	<b>County Child Welfare Agency Director (Lead Agency)</b>
<b>Name:</b>	<b>Cathi Grams, Director</b>
<b>Signature:</b>	
<b>Submitted by:</b>	<b>County Chief Probation Officer</b>
<b>Name:</b>	<b>John Wardell, Chief Probation Officer</b>
<b>Signature:</b>	

RECEIVED MAY 04 2011

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## **Attachments**

1. Butte County CSA and PQCR Executive Summary
2. Logic Model
3. CWS/Probation SIP Matrix
  - a) CWS - No Recurrence of Maltreatment
  - b) CWS - Reentry Following Reunification
  - c) CWS – Placement Stability
  - d) Probation – Placement Stability
4. BOS Resolution establishing a Child Abuse Prevention Council
5. BOS Minute Order identifying the County's Children's Trust Fund (CCTF) Council
6. BOS Resolution Identifying the Butte County Department of Employment and Social Services as the Lead Applicant and Administrator of CAPIT/CBCAP/PSSF Programs
7. SOFT Program Request for Proposals
8.
  - a) OCAP Expenditure Summary
  - b) OCAP Program Descriptions
9. Butte County BOS Notice of Intent
10. BOS Resolution Approving the 2011 – 2014 SIP

## **Rosters**

- A. SIP Planning Committee Roster
- B. CAPC Roster
- C. CCTF Council Roster

# BUTTE COUNTY SYSTEM IMPROVEMENT PLAN 2011 – 2014

## INTRODUCTION

The Butte County 2011- 2014 System Improvement Plan (SIP) report includes two parts:

- **Part I-System Improvement Plan Narrative and Matrix** provides information to explain the basis for the decisions made regarding the outcomes selected by Child Welfare Services and Juvenile Probation for the 2011 – 2014 System Improvement Plan (SIP). It includes a background on the California – Children and Family Services Review (C-CSFR) process and presents the findings from recent Peer Quality Case Review (PQCR) and County Self Assessment (CSA), highlighting the connection to the CWS/Probation matrix system of the SIP. The matrix outlines the SIP goals, improvement strategies, milestones, timelines and assigned leads.
- **Part II – Child Abuse Prevention Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP) and Promoting Safe and Stable Families (PSSF) Three-Year Plan** contains the consolidated requirements for counties seeking CAPIT/CBCAP funds.

This year's SIP process would not have been possible without the assistance and contributions of all CWS stakeholders that participated in this year's SIP development process. A complete list of all SIP participants is included with this report. As required, the 2011-2014 County SIP and CAPIT/CBCAP/PSSF 3-Year Plan was submitted to the Butte County Board of Supervisors for approval prior to submission to the State. Board approval verifies that public, private and community partners were involved in the development of these reports.

## A. THE SIP NARRATIVE

### **Background**

Pursuant to AB 636, effective January 2004, a new Child Welfare Services California Outcome and Accountability System (COAS) began operating in California. It focuses primarily on measuring outcomes in the areas of Safety, Permanence and Child and Family Well-Being. The new system operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes. The California Child and Family Services Review (C-CFSR), includes three processes which together provide a comprehensive picture of county child welfare practices.

Beginning in 2005, the California Department of Social Services (CDSS) aligned the triennial cycle so counties are staggered in their C-CSFR cycles. The Peer Quality

Case Review (PQCR) is the first component of the C-CFSR process, followed by the County Self Assessment (CSA) and then the System Improvement Plan (SIP). The current process requires each county to partner with their community and prevention partners to develop a SIP that focuses on services to families from prevention through the continuum of care.

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

In Butte County, the Department of Employment and Social Services, Children's Services Division (CSD), is the primary County entity responsible for providing child welfare services to families experiencing child abuse and neglect. Juvenile Probation is the department responsible for providing child welfare services to children involved in the County's juvenile delinquency system and placed in out-of-home care. The Butte County Child Abuse Prevention Council (CAPC) provides child abuse and neglect prevention education and support to the community. The CAPC is an active participant in the development of the SIP. The Butte County Children's Service Coordinating Council (CSCC) provides consultation on CAPIT/CBCAP/PSSF fund related activities regardless of whether that activity will affect a California Outcomes and Accountability System (COAS) outcome.

## **1. Briefly describe the process that the county used to conduct the System Improvement Plan.**

Butte County CSD engaged in collaborative planning relationships for the Peer Quality Case Review (PQCR), County Self Assessment (CSA), and System Improvement Plan (SIP) processes. The local planning bodies that have provided input into the PQCR, CSA and the SIP, or have a role in fulfilling the SIP, are composed of local stakeholders and agencies that serve the families and children who are in the child welfare system or who are at risk of entry into the system, in collaboration with consumers of child welfare services and advocates. Butte County CSD utilized the findings and recommendations compiled from the 2010 PQCR and the 2010 CSA, completed a literature review on the issues identified, and examined Butte County's performance against federal trends to best determine the outcomes needing improvement for the 2011 SIP.

As part of the triennial California Child and Family Services Review (C-CFSR), the Butte County Department of Employment and Social Services and the Butte County Probation Department participated in a Peer Quality Case Review (PQCR). The Butte County PQCR was completed in April 2010. The final PQCR report was submitted to the State Department of Social Services (CDSS) on June

15, 2010. The focus area for the PQCR was Placement Stability. Once the PQCR was completed, Butte County Child Welfare Services and Juvenile Probation began working on the County Self Assessment.

Butte County's Self Assessment plan was completed using several different methods of analysis. A Self-Assessment Core Team was formed including both the mandated participants and other agencies/community organizations providing services to the children and families of Butte County. Additionally, the team included former foster youth and a parent formerly involved with Children's Services. The team members met and provided analysis of some of the outcome indicators being studied in the assessment. The Core Team also analyzed services currently being provided in the community, gaps in services, and additional service needs. The final CSA was submitted to CDSS on December 16, 2010.

In addition, a Strategic Planning session was held with all of the Children's Services Division staff participating in the day-long exercises. Valuable input was gleaned from those "on the front lines". To further analyze Children's Services Division's performance, a survey was used to gather input from parents involved with the child welfare system. The parent survey was conducted via Family Team Decision Making meetings. The information gathered from the variety of attendees at the three Core Team meetings, the strategic planning session, and the parent survey was invaluable to the completion of this assessment.

As part of the SIP planning process, the SIP planning team met on the following dates:

- February 4, 2011
- February 9, 2011
- February 10, 2011 (which included a conference call with staff from CDSS and OCAP)
- March 8, 2011
- March 21, 2011
- March 24, 2011
- On March 23, 2011, a meeting comprised of members of the Children's Services Coordinating Council and the Child Abuse Prevention Council met to finalize SIP goals (both councils include members of the overall SIP Oversight Committee).

These meetings informed the development of the SIP goals for 2011 – 2014, established strategies and addressed CAPIT/CBCAP/PSSF planning.

The data and trends identified in the CSA and the PQCR clearly defined three target outcome areas. From the information compiled the SIP Oversight Team developed priorities and assigned an administrative analyst as the lead to each outcome focus area.

- Please refer to Attachment 1, Butte County 2010 CSA and PQCR Executive Summary.

### **SIP Oversight Committee Composition**

The Butte County SIP Oversight Committee team composition included representatives Child Welfare, Probation and CDSS. Additionally, the larger SIP Planning Committee included additional representatives from a number of county agencies and departments, and non-profit service providers. The team also included a former parent consumer and two former foster youth.

- Please refer to Attachment R-A, SIP Planning Committee roster

## **2. Identify the outcomes needing improvement selected for the CWS/Probation Plan.**

The Butte County Children's Services Division and the Juvenile Probation Department identified three outcomes needing improvement as a direct result of the themes identified through the PQCR and CSA processes. The following three outcomes were selected as the SIP outcome measures and improvement goals for Child Welfare:

### 1. Safety 1

Children are, first and foremost, protected from abuse and neglect

- a) S1.1: No Recurrence of Maltreatment

### 2. Permanency 1

Children have permanency and stability in their living situations without increasing reentry to foster care

- b) Permanency Composite 1, Measure 4 (C1.4) Reentry Following Reunification

### 3. Permanency 1

Children have permanency and stability in their living situations without increasing reentry to foster care

- e) Permanency Composite 4, Measure 2 (C4.2) Placement Stability (12 – 24 months in care)

The Butte County Probation Department has selected the following Outcome area:

4. Permanency 2

The continuity of family relationships and connections is preserved for children

- (2) 4B – Foster Care Placement in Least Restrictive Settings, Least Restrictive Entries (First Placement and Point in Time Placement).

**3. Identify improvement targets or goals and provide a summary of the outcome target goal selection process.**

The following section outlines goals and strategies in the 2011 SIP for improving the above outcome measures.

**Child Welfare – Goals and Strategies**

**Safety Goal – Increase the percentage of youth who do not have a second substantiated occurrence of abuse or neglect within six months of a previous occurrence of abuse or neglect**

No Recurrence of Maltreatment is measured by the percent of children who have had a substantiated referral of abuse or neglect during the first 6 months of the 1-year period and NO substantiated re-occurrence of abuse or neglect during the 6-months following. This outcome measure and the accompanying strategies were chosen as this is a primary safety indicator.

**Strategies**

- **Expand the Parent Education Experiential Resource (PEER) Program**  
Currently, children ages 0-5 and their parents who are in Family Reunification are eligible to participate in the PEER program. The goal is to expand the eligibility to children over age 5 and for those parents already in Family Maintenance.

**Reasoning** – The Peer Program has shown to provide families with the hands-on experience of parenting using the lessons and principles provided in the more formal parenting classes. This hands-on experience allows parents to try new ideas in a safe environment with immediate feedback. This

process is a successful method in teaching parenting strategies and families with children over age 5 would benefit from this service.

- **Expand Community Assessing Responsive Services (CARS)** – The strategy is to expand the CARS program scope of clients from families who are at risk of abuse and neglect to include families in Family Maintenance, as well as providing a “warm hand off” following a Child Welfare investigation.

**Reasoning** – Families who are involved with Children’s Services experience heightened stress when they reach the stage that they are reunifying with their children. This stress can lead to subsequent occurrences of maltreatment. Access to services that can meet the needs of these families can assist them to reunify successfully

- **Implementation of Signs Of Safety (SOS)** – Butte County Child Welfare Services has begun implementing the Signs of Safety techniques when working with families. Signs of Safety provides for early and better engagement of families in Child Welfare, particularly in the area of Safety Mapping, and is used when staffing a case with social worker and supervisor.

**Reasoning** – Families who engage early in services are shown to be more successful in reunifying and not having additional occurrences of maltreatment. Signs of Safety is an evidence-based program that encompasses the family’s strengths to stabilize the family.

- **Implementation of “Alternative Response” Program** – Alternative response will address the needs of families who are at risk of abuse and neglect or who have reunified after completing services with child welfare. These services can include; resource referrals, domestic violence services, in-home visitation, and parent education.

**Reasoning** – Families at risk of abuse and neglect may have issues that can be resolved by existing resources in the community keeping them from becoming child welfare clients and reducing risk of recurrence of maltreatment. Families who have reunified have a better chance of success with the availability of support after they are no longer child welfare clients.

- **Tracking System for Drug Usage of Clients at Detention** – A system will be developed to track parents’ actual drug usage at the time of detention in the CWS/CMS system as this is not currently available. Self reporting of drug of choice does not always reflect actual usage/abuse.

**Reasoning** – Drug usage is a primary factor in the occurrence of maltreatment of children. This tracking system will provide better understanding of treatment service needs for parents and lead to better success for those parents.

**Permanency Goal – Reduce Reentry into Foster Care  
Following Reunification**

This measure indicates the percent of children who exited foster care to reunification during a 12-months period and reentered foster care less than 12 months from the date of discharge.

**Strategies**

- **Expand the Supporting Our Families' Transition (SOFT) Program** – Expand the length of service provided to families transitioning from Family Reunification to Family Maintenance in addition to increasing the number of families the program serves.

**Reasoning** – Reunification of families is a time of heightened stress. Families need additional support during the period of time that they are reunifying with their children, as they have often not parented in sobriety. Children are also experiencing additional stress at this time as they are not sure whether reunification will be successful. These services help to empower families to be successful.

- **Children Affected by Methamphetamine (CAM) Grant** – This program is being developed with new grant funding and will allow for the expansion of the Family Treatment Court program to increase comprehensive services to children, their parents and their caregivers. These additional services will enhance the success of families and reduce the potential for reentry.

**Reasoning** – One of the primary factors leading to abuse and neglect, and reentry in to foster care, is the use of drugs and alcohol. The Family Treatment Court is an intensive program addressing these issues and providing families with adequate services and resources to be successful. The CAM grant will expand these resources to include additional parenting services and will add resources for the children's caregivers.

- **Re-Entry Study** – A study to better understand which families re-enter the Child Welfare System after children are reunified will be conducted. The study will determine the reasons for reentry and provide trends and information that can be used to inform our future planning of the Alternative Response program. This information can also be used to inform adjustments to existing services to increase their effectiveness.

**Reasoning** – The experiences of families whose children reenter child welfare are a resource in determining critical points at which services can be adjusted to provide for more success.

**Permanency Goal - Increase Placement Stability for Youth in Care  
(12-24 months in care)**

This measure indicates the percentage of children in care 12 to 24 months who have three or more foster care placements

**Strategies**

- **Emergency Relative Placement** – Butte County Children’s Services Division will create policies and procedures in order to safely place children in relative placement on an emergency basis.

**Reasoning** – Children placed with relatives and non relative extended family members (NREFM) have been shown to stay in the placement more successfully than children placed in traditional foster care. The ability to place children with relatives/NREFMs for the initial placement may affect the placement stability rates.

- **Expand Utilization of Facilitating All Resources Effectively (FARE) Program Meetings** – Butte County Children’s Services Division currently uses FARE meetings (Family Team Decision Making meetings) to determine initial placements to develop case plan activities, to assess progress in services and to facilitate entry to the SOFT program. This strategy will expand the FARE meeting program to include potential foster home moves.

**Reasoning** – When youth are at risk of moving from one foster home to another, the team decision making process can allow for planning to remediate the issues in the current home making a move unnecessary. When a move is necessary the family team decision making process can assure that the move is planned and the new homes skill level is appropriate for the youth.

**Probation – Goals and Strategies**

**Permanency Goal – The Continuity of Family Relationships and  
Connections is Preserved for Children**

## Strategies

- **Decrease incidents of out-of home placement (removal).** Often, it is in a child and family's best interest if removal can be prevented via alternative options such as wraparound care in a home like environment, relative placement or implementation of philosophies and practices that decrease the likelihood of removal.

A) Exhaust all lesser restrictive alternatives first.

B) Increase use of wrap-around programs/services, increase family supportive services.

**Reasoning:** Children long to be with their families and frequently abscond unlocked out of home programs. Removal and placement in out of home programs does not always address family dysfunction contributing or related to delinquency.

- **Increase attempts to locate relatives, increase relative placement.**

**Reasoning:** Many relatives are unaware that the family member is in the foster care system.

- **Rethinking Zero-Tolerance Policies and the criminalization of child behaviors/ utilization of risk to re-offend tools.**

**Reasoning:** In response to a number of high profile violent incidents in educational settings, many schools, police agencies, courts and parents implemented a zero tolerance approach to behavioral infractions and an aggressive pursuit of criminal proceedings for many minimal, non-violent offenses without regard to extenuating circumstances and without any type of assessment regarding the risk to re-offend. This has consequently increased the rate of youth on probation, and further the number of youth placed in CWS group home placements due to an inability to adhere to conditions of juvenile probation. It has since been shown that zero tolerance and unnecessary criminalization of youth has actually significantly increased recidivism rates and is contrary to the developmental needs of children.

- **Family Development: Improving parental involvement.**

**Reasoning:** Consistently educating and linking parents to local resources and supportive systems will aid in the prevention of out of home placement and in family reunification. This further may empower the parent, improve communication and cooperation, and, may dissolve negative connotations the family may have about the system.

- **Careful, Ongoing Assessment / Case Planning Targeted Treatment.** It is in a child and family's best interest if, when removal of a child is unavoidable, case planning, careful assessment and prioritizing of needs is implemented. This will improve the effectiveness of rehabilitative efforts and subsequently decrease the length of time in out of home placement.
  - A) Assessment and case planning to be done pre, during and post out of home placement.
  - B) Identifying and prioritizing specific needs and issues.
  - C) Specific and individualized treatment targeting priority needs.

**Reasoning:** Children may languish in the delinquency foster system because their specific needs have not been appropriately identified and consequently non-specific, inappropriate or unnecessary services, goals and expectations are implemented. Careful assessment and prioritization of needs can improve placement stability as the child is actively involved in his/her treatment, understands goals and expectations and has an anticipated completion date. He/she is therefore less likely to abscond due to feelings of frustration and futility. He/she will also make better rehabilitative progress faster as the services being provided are specific to his/her issues. Identifying and then concentrating on the most prevalent (or dire) issues further prevents the child from being overwhelmed with non-priority demands and expectations. These steps help to insure the most important issues are being addressed and that reasonable and attainable goals are being set and met.

- **Appropriately identifying and addressing mental illness and developmental disabilities in the criminal justice system, consideration of factors beyond the child's control, contributing to or causing delinquent behavior.**

**Reasoning:** Many of the children that pass through the delinquency system with a law violation now present a multitude of other issues contributing to their significant dysfunction. Oftentimes in these cases, the offending behavior is a manifestation of mental health issues, developmental or educational disabilities, immaturity, emotional disturbance or a history of abuse or trauma. At times the behavior is beyond the child's control. In the past these factors were not appropriately considered at disposition. This has consequently increased the rate of youth on probation, and further the number of youth placed in CWS group home placements due to the youth's incapacity to adhere to conditions of juvenile probation. Identifying the primary presenting issues and developing an appropriate treatment plan including appropriate services may decrease the likelihood of mentally ill, developmentally disabled or otherwise disabled children from inappropriately entering and languishing in the criminal justice system.

A) Collaboration and support of partner agencies in development of rehabilitation plans, implementation of services and behavior modification strategies. Upon placement by appropriate agency, ensuring programs and treatment is specific and appropriate with reasonable and attainable expectations and goals.

▪ **Service Development** - Development and utilization of local resources.

A) Identification of missing supportive local services, community based resources and treatment options.

B) Development of supportive local services, community based resources and treatment options, to be utilized pre and post out-of-home placement.

▪ **Reasoning:** Development and utilization of community resources and services available to children and families will likely strengthen the family unit and reduce the likelihood of reentry.

**4. Summarize current research available via literature review to inform practice related to each outcome.**

Literature reviews were used to identify best practices and evidence-based strategies within the three outcome areas. This information was shared with the SIP Oversight Committee and served as the blueprint for the Oversight Committee members in developing strategies.

**No Recurrence of Maltreatment**

Following is a brief summary of the literature available for maltreatment recurrence in child welfare. This summary is based on a comprehensive literature review authored by UC Davis, Northern California Training Academy (Predicting and Minimizing the Recurrence of Maltreatment, Literature Review, Northern California Training Academy, 2009).

Why study the recurrence of maltreatment as a topic of research distinct from abuse or child maltreatment? First, it is important to note that in prospective studies of abuse, the best predictor of whether abuse will occur in the future is whether or not it has occurred in the past. This may seem intuitive or obvious, but considering the number of factors that also predict abuse, such as age, gender, parental poverty or substance abuse, the power of the relationship between episodes of abuse has been found to be fairly strong. An obvious goal of the Child Welfare System is to eliminate future episodes or incidents of abuse or neglect in a family. There may be variables or factors that contribute to continued

abuse or neglect that are distinct from those that contributed to an initial incident. Some of the factors that contribute to the recurrence of maltreatment include:

### **Child Factors**

- Age – younger children are more likely to experience recurrence
- Gender – some studies found that girls are more at risk for recurrence; however, this finding was not consistent among all studies.
- Children with special needs – these children are at particular risk for maltreatment or neglect. This includes children with learning disabilities, behavior problems, medical complications and other types of developmental disabilities. Additionally, children with special needs have been found to be at risk for the recurrence of maltreatment after an initial report or occurrence of abuse.

### **Parental Factors**

- Substance Abuse - The role of substance abuse in the recurrence of maltreatment is complicated by the wide spread effects that this problem has on a number of areas of family and social functioning including poverty and homelessness, an inability or unwillingness to achieve goals for reunification and domestic violence. However, it is intuitive that in circumstances where parents do not change their patterns of substance abuse, preexisting patterns of abuse or neglect may also continue.
- Chronic Mental Health Concerns
- Parental Skill – the ability to communicate effectively, understand child development and apply consistent and appropriate discipline
- Prior History of Child Abuse as a Child

### **Family Factors**

- Domestic violence or family conflict
- Family size – an increasing number of children in a household has been found to predict higher levels of recurrence
- Financial well-being of the family
- Neighborhood – living in a socially unstable and unsupportive environment contributes to parental and familial stress

### **Service Factors**

- Case status and recurrence – Is there a correlation between likelihood of re-victimization within the first six months and case status (i.e. open vs. closed)? Are families with open child welfare cases who experience recurrent maltreatment demonstrating different recurrence rates because they are more closely scrutinized while receiving service or because they inherently have more problems and actually maltreat more frequently?

- Service effectiveness – What is different about the types of families receiving services? Do families who are open for services have different recurrence rates after receiving service compared to families which leave services more quickly? What about the specific types of services are associated with lower rates of recurrence? What specific types of services are associated with lower rates of recurrence?
- Service Targeting – Are interventions designed to address specific children or family issues effective in reducing recurrence? If effective, will the reduction be sufficient to meet program improvement goals?

Why design and implement programs to minimize future abuse? Although the purpose of placing children in foster care and then reuniting them with their family after some period of time is to keep them safe and change the circumstances that led to maltreatment initially, this second goal is not always fulfilled. As noted above in the discussion of parent and family factors, many of the problems that lead to maltreatment are not specific to the child but rather reflect more global family or community problems. Without some kind of intervention, patterns of behavior that led to the initial incident will not change.

**Interventions:** Presented here are four principles/interventions for minimizing the potential recurrence of maltreatment:

- Emphasis on Early Intervention – Given the habitual nature of some parenting skills and patterns of family interaction, it suggests that it is critical to disrupt and replace unhealthy trends within the family early in order to prevent them from becoming solidified, and therefore, more difficult to change.
- Voluntary Services to Families of Unsubstantiated Reports of Maltreatment - By participating in these services, families in need of intervention may improve on factors that may contribute to future reports or incidents of maltreatment, without having to admit guilt in any reported incidents. Additionally, other factors such as family poverty or average neighborhood income were potential predictors that could be used as warning signs of recurrence.
- Substance Abuse Treatment – Parental substance abuse is a common contributor to child abuse and neglect. Children of parents with substance abuse issues then to enter foster care at younger ages, remain in foster care longer are less likely to be reunified with their parents and more likely to reenter the child welfare system. It is noteworthy to mention that receiving substance abuse services does not necessarily speed up the reunification process or improve long term outcomes and may require more time before successful reunification can be achieved. This suggests that recovery is a long process but also that receiving treatment for problem behaviors and addictions does not lead to a linear decrease in the possibility of future reports or occurrences of abuse or neglect.
- Parental Therapeutic Interventions – Providing parents with some kind of intense psychotherapeutic intervention designed to change their behavior and

parental practices. Among the various types of interventions are cognitive behavioral therapy, family therapy or a more general psychodynamic approach. Selective therapeutic treatments can lead to improvements in outcomes and that different types of interventions are beneficial for different types of maltreatment.

### **Permanency – Placement Stability**

Following is a brief summary of the literature available for Placement Stability, the focus area chosen both by Butte County Child Welfare and Probation for the Peer Quality Case Review (PQCR) conducted in 2010. This summary is based on a comprehensive literature review authored by UC Davis, Northern California Training Academy (Placement Stability in Child Welfare Services, Issues, Concerns, Outcomes and Future Directions Literature Review, Northern California Training Academy, 2008).

Research looks at when and why instability in placement occurs in order to determine how to increase stability. The following are key findings on this topic in the literature reviewed:

- Child behavior problems, especially aggressive behavior, are a strong predictor of placement disruption.
- High rates of case turnovers is related to children experiencing multiple placements
- The type of placement is importantly related to placement stability: kinship care, treatment foster care, etc.
- Seventy percent of disruptions occur within the first 6 months.
- As placements increase for a child, the more likely it is that the child will experience later placement disruptions.

Once the problems in achieving stability are known, the next step is to determine ways to lessen the instability. Key findings in this regard are the following:

- Providing support and training for foster parents/care givers and foster child
- Effectively using Concurrent Planning Providing Placement-Specific Services (respite care, transportation, counseling)
- Providing Child Specific Services (mental health/substance abuse services, recreational/after school programming)
- Increasing Caseworker Retention

Whenever a child is being placed in foster or moved to a new placement, these considerations are important:

- Recognize the importance that children place on their possessions
- Allow children the opportunity to participate in decisions made on their behalf.
- Practice early intervention (assessments, risk factors, support, etc.)

- Properly screen and recruit foster parents—think about the appropriate parent for each child.
- Place children with severe emotional or behavioral problems in homes where there are no other children.
- Include the family in the decision-making process for finding placements.

There are also a number of tools to help in monitoring and evaluating placements. Some tools evaluate homes wishing to be foster homes, some evaluate the foster parents after placement, some the child in foster care, some the worker's role in the process.

## **5. Summarize current activities in place or partially implemented that may affect the outcomes.**

- **Signs of Safety** – Children's Services has recently begun implementing a new evidenced-based practice called Signs of Safety (SOS). This approach focuses on the question, "How can the worker actually build partnerships with parents and children in situations of suspected or substantiated child abuse and still deal rigorously with the maltreatment issues?" This is a strengths-based approach, expanding the investigation of risk to encompass strengths and "Signs of Safety" that can be built upon to stabilize and strengthen the child's and family's situation.
- **Community Assessing Responsive Services (CARS)** - The CARS program is a valuable prevention focused community resource located in both the Oroville and Paradise Family Resource Centers that provides a variety of assistance from referrals, food and clothing. The CARS Program serves families that do not reach the level of Children's Services intervention and will soon be serving families ordered into Family Maintenance.
- **Facilitating All Resources Effectively (FARE)** – FARE meetings are Family Team Decision Making (FTDM) meetings facilitated by contracted facilitators. FARE meetings are utilized to determine placement, formulate and/or update a case plan as well as assist in the transition from Family Reunification to Family Maintenance.
- **Nurturing Parenting/Parent Education Experiential Resource (PEER) Program** – Children's Services, in contract with two local non-profits, has implemented the Nurturing Parenting Programs® curriculum into all Parent Education classes. The Nurturing Parenting philosophy and lessons are developed from years of extensive research based on the assessment of high-risk parenting beliefs and behaviors. These differences are found in five constructs that contribute to the maltreatment of children:

### **1. Inappropriate Developmental Expectations of Children**

2. Lacking an Empathic Ability to Respond to Children's Needs in a Caring Manner
3. Disciplining Children through the use of Physical Punishment
4. Reversing Parent-Child Family Roles
5. Oppressing Children's Power and Independence

Parents that are actively engaged in their parenting class and whose children are between the ages of 0-5 are also enrolled in the Parent Education Experiential Resource Program (PEER). The PEER class meets once a week for twelve weeks and is a hands on interactive parenting class. PEER allows parents the opportunity to incorporate what they have learned in the class room into practice. Trained Social Workers and MSW Interns are on hand to provide instruction, guidance and support to the parents.

- **Supporting Our Families in Transition (SOFT) Program** - Children's Services, in contract with a local non-profit agency, provides in home parent mentoring and services to families transitioning from family reunification to family maintenance. A representative from the SOFT program meets with the family once a week; goals are established based upon the family's needs in addition to the terms detailed in the family's case plan. The SOFT Program case manager provides the family with case management services, in home parent mentoring and support, resources and referrals as deemed appropriate. All SOFT case managers are trained in the Nurturing Parenting programs.
- **Mobile Foster Care Screening and Assessment Teams** – Butte County Children's Services in collaboration with Butte County Behavioral Health began completing bio-psycho-social screenings and assessments on all children that enter foster care as a result of a new detention. Assessments are completed in order to determine the child's mental health needs and are done on site at the child's first out of home placement. The assessment occurs within the first two weeks of the child's placement in foster care.
- **Supporting Active Family Engagements (SAFE)** - Butte County Children's Services, in contract with two local non-profits, began providing clients with therapeutic supervised visitation. Therapeutic supervised visitation services are facilitated by a therapist in order to enhance the family's interaction while maintaining safety for the child, utilizing the philosophy of the Nurturing Parenting Programs. Visits occur in the most home-like environment ranging in length from one hour to eight hours. Services are available after hours and on weekends in addition to regular business hours. This program is able to serve seventy-five families a year.
- **Relative Orientation** – Relative Assessors hold weekly Relative Placement Orientations geared to assisting relatives understand the Relative Placement process. Assessors will review the relative placement application process

with potential relatives and answer questions pertaining to the certification process. The orientation assists in streamlining the relative application process thus allowing for children to move into relative's home in an expedient and safe manner.

## **6. Identify new activities that would impact the outcomes.**

- **Children Affected by Methamphetamine (CAM) Grant** – Butte County was recently selected as the recipient of one of twelve SAMHSA CAM grants in the United States. This funding will allow for the expansion of the Family Treatment Court program to expand services to children, their parents and their caregivers. The impact of these services will increase success of reunification and reduce reentry to foster care.
- **Relative Placement Policy and Procedure** - Butte County Children's Services Division will explore and create a policy and procedure in order to safely place children in relative placement on an emergency basis. Initial placement in relative/NREFM care will impact placement stability.
- **Alternative Response** – Butte County CSD partnered with several community partners for a successful Differential Response program that was terminated in 2007 due to funding challenges. Goals include revisiting this concept by again implementing an Alternative Response Program. Traditional child protective services focus on investigation of possible maltreatment to determine if children have been or are at risk of being harmed. Alternative responses allow child welfare agencies to intervene with families in more supportive ways, often by focusing on families strengths and needs, and by providing services. These services can also be provided as a family exits the child welfare system.
- **After Care Services** - Butte County is beginning to examine how to better provide services to families once they are no longer involved with Children's Services Division. This would be part of the continuum of care from the above referenced Alternative Response goal.

## **7. Link activities to outcome improvement via a logic model framework.**

- Please refer to Attachment 2, Logic Model

## **8. Describe how the information gathered in the CSA, PQCR, and CWS/Probation planning process has been integrated in the CAPIT/CBCAP/PSSF Plan.**

Unlike previous years, the CAPIT/CBCAP/PSSF planning process is now integrated into the C-CFSR in an effort to minimize the duplicative process, maximize resources, and communication. Staff from the Office of Child Abuse Prevention (OCAP) were involved in the CSA needs assessment and SIP planning development process. The information gathered in the CSA, PQCR, and CWS/Probation planning process has been integrated in the CAPIT/CBCAP/PSSF Plan. One priority that emerged for families who would benefit from CAPIT/PSSF programs was the need for more services for families before and after reunification, when stressors are particularly high. That identified need was the basis for the development of a Request for Proposals (RFP) competitive bid process for our existing SOFT Program, with goals of enhancing capacity and providing more support for families as they exit the child welfare system. The outcome of the RFP will result in continuous services through the SOFT Program, with a new contract start date of July 1, 2011.

Enhancing the capacity of the SOFT Program is one of the SIP goals for this cycle (Permanency 1 b), Permanency Composite 1 (4) Measure 4 (C1.4) Reentry following Reunification – Children have permanency and stability in their living situations without the increasing re-entry to foster care.

## **B. PART I – CWS/PROBATION**

### **1. CWS/PROBATION NARRATIVE**

The Child Welfare and Probation Targeted Outcomes below were, in part, selected from information gleaned from the County Self Assessment (CSA) Process including the Peer Quality Case Review (PQCR) conducted in April 2010.

#### **Child Welfare**

The Child Welfare focus for the PQCR, Placement Stability, was chosen due to:

- Placement Stability rates indication that only 55% of youth have only one to two placements
- The effect of large sibling groups on placement changes
- Increasing numbers of youth with high level needs requiring specialized placement options

Some of the challenges identified in the PQCR and CSA include:

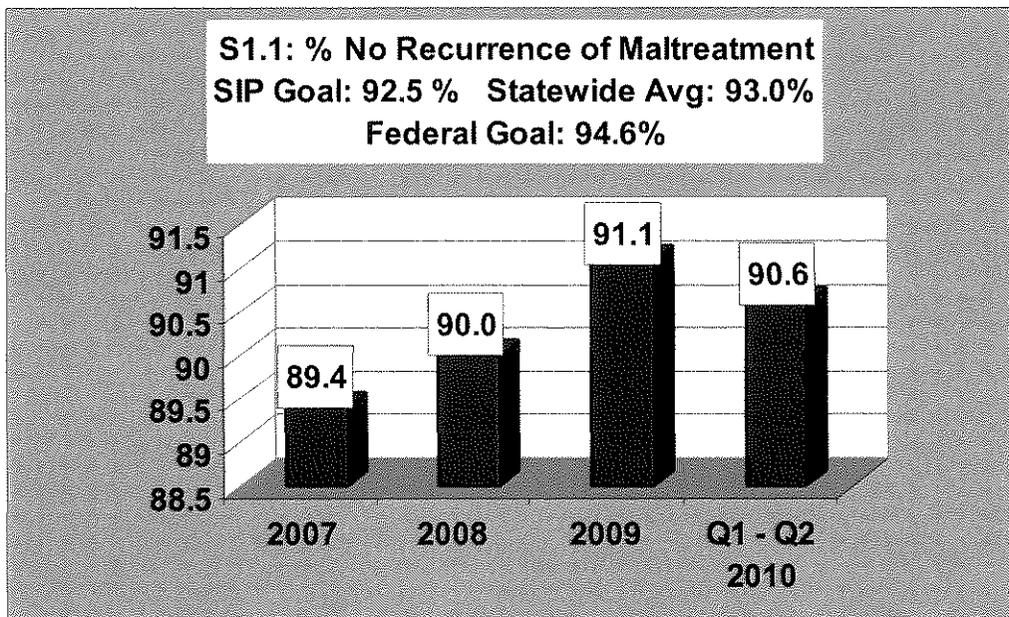
- A process for the emergency placement of youth with relatives
- Caregiver training to accommodate youth with high level needs
- Structured Decision Making needs to be fully utilized
- Expansion of process and training for staff regarding concurrent planning

Child Welfare evaluated and analyzed the information gathered in the PQCR and CSA and has chosen the following outcomes for the System Improvement plan.

1. Safety 1

Children are, first and foremost, protected from abuse and neglect

a) S1.1: No Recurrence of Maltreatment



- Butte County has seen general improvement in the rates of children having had a substantiated referral for abuse or neglect with no subsequent substantiated referral from 87.8% in 2006 to 90.6% currently. This continues to be below the State and Federal goals for this measure. <sup>1</sup>

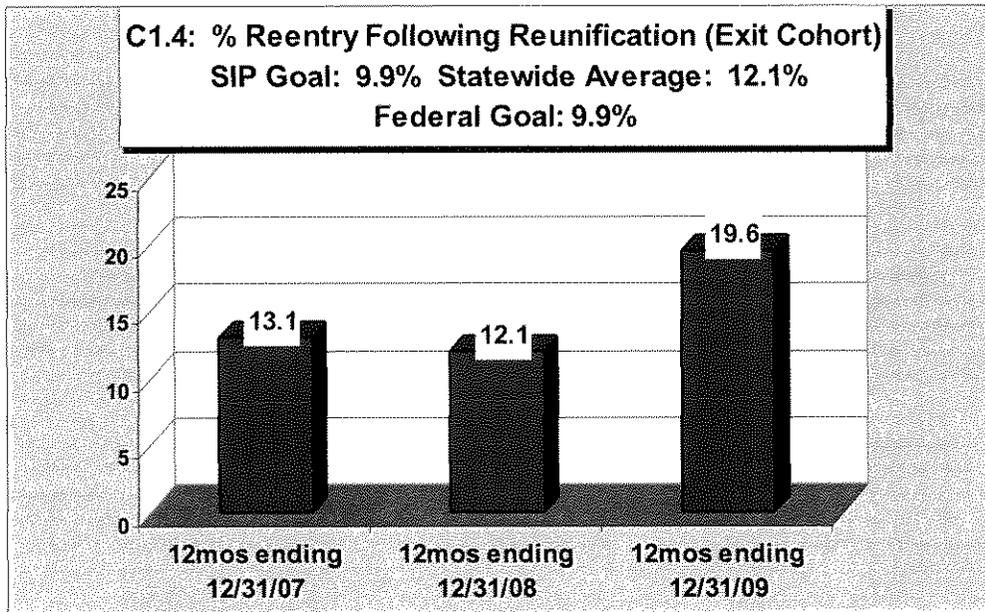
<sup>1, 2</sup> Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). *Child Welfare Services Reports for California*. Retrieved 3/23/2011, from University of California at Berkeley Center for Social Services Research website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

- The last two quarters of data (Q1-Q2 2010) has seen a slight downward trend moving from a high of 91.1% in 2009 to the current 90.6% <sup>2</sup>

## 2. Permanency 1

Children have permanency and stability in their living situations without increasing reentry to foster care

b) Permanency Composite 1, Measure 4 (C1.4) Reentry Following Reunification



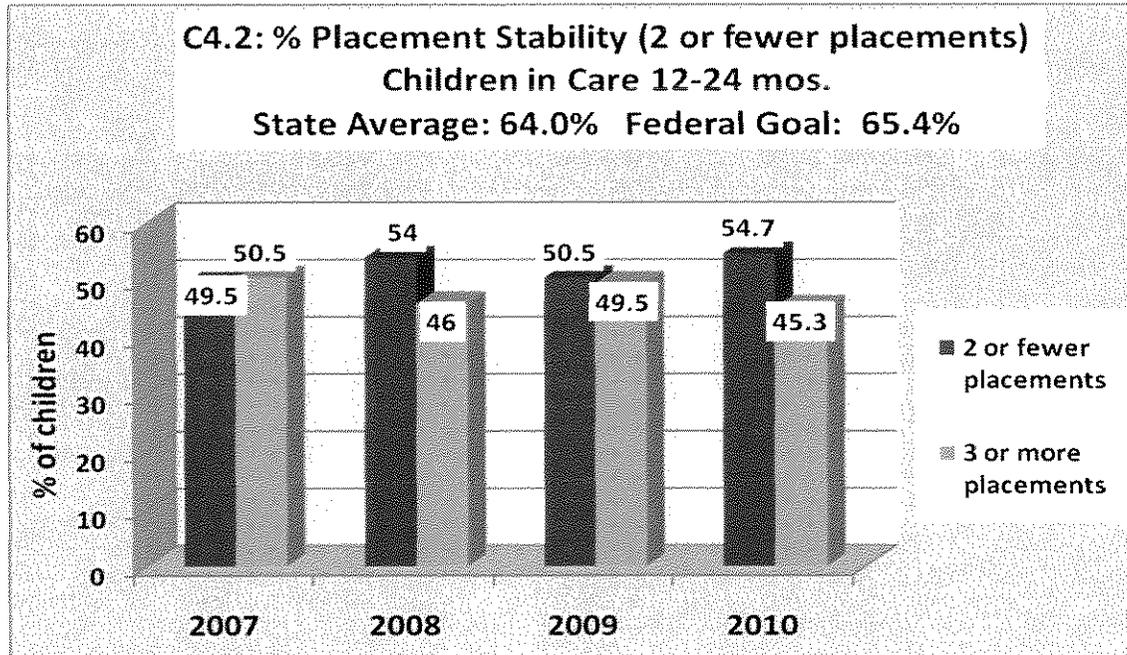
- Butte County's rate of re-entry has increased significantly since the beginning of the current C-CFSR reporting period in April 2008.
- The rate of reentry has increased from 13.1% to 19.6% of youth re-entering foster care following reunification. <sup>3</sup>

<sup>3, 4</sup> Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., Jacobs, L., & King, B. (2011). *Child Welfare Services Reports for California*. Retrieved 3/23/2011, from University of California at Berkeley Center for Social Services Research website. URL: <[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)>

### 3. Permanency 1

Children have permanency and stability in their living situations without increasing reentry to foster care

- e) Permanency Composite 4, Measure 2 (C4.2) Placement Stability (12 – 24 months in care)



- Butte County's rate for placement stability has unfortunately remained fairly stable at rates below both the state and federal rates. The rate has varied from 54% of youth having one to two placements in 2008 to the current rate of 54.7% of youth having one to two placements in 2010.<sup>4</sup>

### Probation

The Probation Department Focus area for the PQCR, placement stability, was selected due to:

- a) High incidents of placement absconding;
- b) Placement terminations due to conduct and lack of cooperation; and
- c) Difficulty engaging parents in the rehabilitation of their child.

Some of the Probation challenges identified or confirmed via the CSA/PQCR were:

- a) A lack of local placement options;
- b) A need for increased parental engagement options and efforts;
- c) Probation Officers lacking the mental health expertise needed to insure the needs of mentally ill children in the criminal justice are being met; and
- d) A lack of services and/or placement programs in the criminal justice system for children with mental health issues.

Some of the recommendations stemming from the CSA/PQCR are to:

- a) Research, identify, and implement the usage of a standard assessment tool and create a formal policy for use of the tool;
- b) Implement a formal procedure for family finding and assessing relatives for placement prior to considering alternative placements; and
- c) Provide probation officers with family engagement training and increase methods to include parents in case planning activities.

## **2. How the Butte County SIP will assist the State with their PIP Goals:**

**The California Program Improvement Plan (PIP)**, originally submitted on October 30, 2009, and then revised and resubmitted on January 29, 2010, addresses a number of evidence-based strategies designed to improve the child welfare system in California. While each strategy is presented individually, it is important to note that several of these strategies work in concert to produce the desired change. Similarly, many of the outcomes measured during the C-CFSR and noted in the PIP are affected by multiple strategies. Through these six broad strategies, California will continue to build on existing relationships and programs to improve the child welfare system and subsequently, improve the lives of children and families.

### ***1. Expand use of participatory case planning strategies.***

Findings indicate a need to increase engagement of youth, families, caregivers, tribes and service providers in the case planning and decision making processes. Research indicates that increased levels of family and community involvement are related to lower foster care re-entry rates. Participatory case planning encompasses several formal models and informal philosophies. These programs engage youth and families in case planning and decision making.

- Butte County Child Welfare will continue to utilize a family team decision making process known as the FARE Program. SIP goals include increasing our use of FARE meetings.

- Butte County Child Welfare has trained all staff and will continue to use Motivational Interviewing as a standard practice. Motivational interviewing assists in the early engagement of families in services.
- Butte County Child Welfare has begun the use of the Signs of Safety programs in all levels of case planning.

## ***II. Sustain and enhance permanency efforts across the life of the case.***

Data shows that the state must strengthen efforts towards finding a permanent family for a child in a timely manner. This will help prevent children and youth staying in foster care longer than needed. Additional research found that children who are in foster care longer are at-risk for re-entry to the foster care system. Application of this strategy will strengthen permanency planning and follow-through by activities such as nurturing supportive relationships and working closely with courts and tribes. Additionally, including the youth, family members, caregivers and other involved people in placement decisions will be part of this strategy. This strategy will include efforts to improve the detection of and contact with both maternal and paternal family members. Barriers that prevent a child from keeping a permanent family will be better identified and removed, particularly barriers for relative caregivers.

- The new CAM Grant will provide an opportunity to enhance services to biological parents, their children and their children's caregivers.
- Butte County Child Welfare will continue to provide relative locator services through a contract with a community provider
- Butte County Child Welfare will continue to utilize a family team decision making process to determine the best initial placement for a youth and will be exploring the expansion of this service to be used for any additional placements.
- Butte County expanded the relative assessment process providing an opportunity for family members to attend an orientation helping them to navigate the relative/NREFM approval process.

## ***III. Enhance and expand caregiver recruitment, training, and support efforts.***

Findings show there are not enough foster homes for children and youth in need of foster care particularly youth with specialized needs. There is a need to strengthen recruitment and retention efforts to ensure placements for foster children and youth are available and stable. There is also a need to find and support extended family and kin.

- The new CAM Grant will provide an opportunity to enhance services to caregivers/foster parents, as well as provide new training opportunities.

- Butte County Children’s Services is exploring programs of education and support for caregivers including the Quality Parenting Initiative (QPI). QPI is based on the belief that:
  - The Foster Parent “brand” is seriously damaged
  - We cannot create a new brand without reassessing the role of foster families
  - A new brand is useless without changes in practice
  - A quality foster parent brand is core to the success or failure of the child welfare system

Through a collaborative process, QPI rebrands foster parenting by articulating expectations:

- Working with biological families
- Acquiring additional training
- Working in partnership with agencies

QPI has shown great success in Florida in the outcomes of keeping siblings together, reducing placement changes and reducing group home care for children less than 12 years of age.

***IV. Expand options and create flexibility for services and supports to meet the needs of children and families.***

There are not enough services that are within the reach of children and families involved in the child welfare system. Limited access to high quality mental health services, inpatient substance abuse treatment, therapeutic foster care, and post adoption and guardianship services were shown to be among the most needed. Practices such as Wraparound improved access through coordination of services. Not enough transportation services and gaps in foreign language interpreters and culturally trained providers were also identified as barriers to obtaining services.

- In addition to the SIP, Butte County Child Welfare is developing a comprehensive strategic plan for the same three-year period (2011 – 2014). Strategies being developed will focus on gaps in both preventive and treatment services. SIP goals are included in the plan, but it also looks at a broader vision for improving Child Welfare services in Butte County.
- Butte County Child Welfare is exploring options for alternative response programs that will address prevention services for families at risk of abuse and neglect and families who are exiting the child welfare system.

## ***V. Sustain and expand staff/supervisor training.***

One of the improvement activities created during the first CFSR was the implementation of a standardized core set of courses to train new social workers and supervisors. It also provided for ongoing training. It was put into place to have uniform training across the state. New rules are in place as of July 1, 2008, to make the core training a mandatory requirement. Despite this change, there are a number of issues raised in the latest CFSR that are amenable to change through various forms of training. Some of the areas identified as training priorities include social workers' use of concurrent planning and permanency issues. Also, there is a need to focus on training related to high needs children and youth. Probation staff reported their need for increased child welfare training as well.

- As part of the above referenced three-year strategic plan, Butte County is implementing a Supervisor's Institute. This institute is comprised of a ten session series of training sessions designed for Children's Services supervisors on topics that prevent challenges. These topics include coaching through secondary trauma, best practices in staffing cases, and managing conflict.
- Supervisors have been trained and are assisting staff in implementing the use of Motivational Interviewing and Signs of Safety.
- Butte County Child Welfare is working in partnership with California State University, Chico to enhance supervisory capacity through the development of agency intern supervisors with trainings and supervisory process groups.

## ***VI. Strengthen implementation of the statewide safety, risk and needs assessment system.***

Although there are indications that the standardized safety assessment system is effective in assessing risk and identifying the services needed to address risks, some concerns were identified in the CFSR. There is a body of evidence that suggests that increased visits with social workers are related to more positive outcomes in children.

- Butte County Child Welfare has developed an assessment and screening process for all parents entering the Child Welfare System and is in the process of implementing a similar process for children. Additionally, Children's Services is reviewing the current utilization of Structured Decision Making (SDM) and developing strategies for improved usage of this and other risk and safety assessment tools.

PIP information obtained from: <http://www.dss.cahwnet.gov/cfsweb/PG1520.htm>

### **C. CWS/PROBATION SIP MATRIX**

- Please refer to Attachment 3, Butte County CWS/Probation SIP Matrix.

### **D. CWSOIP NARRATIVE**

Butte County Children's Services has been using Child Welfare Services Outcome Improvement Plan (CWSOIP) funding to strengthen families by funding:

- Relative locator program
- Supporting Active Family Engagement (SAFE) Program (a supervised therapeutic visitation program)
- Psychological evaluations, counseling services and bonding studies

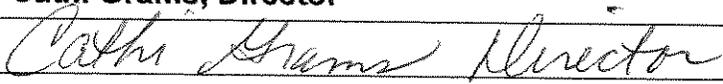
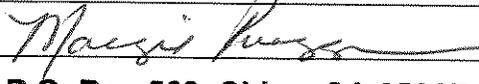
It is anticipated that Children's Services will continue to utilize these funds for these family strengthening strategies.

The Butte County Probation Department's SIP Goal is to improve placement stability. Some specific strategies that may be partially or entirely funded by CWSOIP funds are to minimize the number of foster care placements needed by participating in a comprehensive online family finding program, by continuing risk to re-offend assessments and targeted case planning, and, by creating departmental programs and services to address identified gaps in local services.

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E. PART II – CAPIT/CBCAP/PSSF

1. CAPIT/CBCAP/PSSF Cover Sheet

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
<b>Period of Plan:</b>	April 16, 2011 through April 15, 2014
<b>Date Submitted:</b>	April 15, 2011
<b>Submitted by:</b>	<b>Butte County Department of Employment and Social Services</b>
<b>Name &amp; title:</b>	<b>Cathi Grams, Director</b>
<b>Signature:</b>	
<b>Address:</b>	P.O. Box 1649, Oroville, CA 95965
<b>Fax:</b>	(530) 534-5745
<b>Phone &amp; E-mail:</b>	(530) 538-7572; cgrams@buttecounty.net
<b>Submitted by:</b>	<b>Butte County Child Abuse Prevention Council</b>
<b>Name &amp; title:</b>	<b>Margie Ruegger, Executive Director</b>
<b>Signature:</b>	
<b>Address:</b>	P.O. Box 569, Chico, CA 95927
<b>Fax:</b>	(530) 342-3995
<b>Phone &amp; E-mail:</b>	(530) 342-3100; buttecapc@gmail.com
<b>Submitted by:</b>	<b>Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)</b>
<b>Name &amp; title:</b>	<b>Lorenzo Tobias</b>
<b>Signature:</b>	
<b>Address:</b>	4545 Baggett-Marysville Road., Oroville, CA 95966
<b>Fax:</b>	N/A
<b>Phone &amp; E-mail:</b>	N/A

## 2. CAPIT/CBCAP/PSSF Plan

### a. County SIP Team Composition

The Butte County SIP Oversight Committee team composition included representatives from a number of county agencies and departments (including Child Welfare, Juvenile Probation, Behavioral Health, Public Health, Alcohol and Drug Services, First 5 Family and Children's Commission), a representative from the Butte County Child Abuse Prevention Council and the County Children's Trust Fund, and non-profit service providers. The team also included a former parent consumer and two former foster youth.

- Please refer to Attachment R-A, SIP Planning Committee roster

### b. CAPC

The Child Abuse Prevention Council of Butte County is a State mandated council made up of representatives from governmental agencies, community based organizations and the community. Funds provide for a staff person and operational expenses for the administration of the council.

The Child Abuse Prevention Council (CAPC) of Butte County was established in 1975 to meet the community's need for sharing of information to prevent child abuse and to strengthen families. The Council also provides a venue for exchange of information about available resources. A copy of the by-laws of the Butte County CAPC is available.

- I. Pursuant to Welfare and Institutions Code Section 18983.5, the Butte County CAPC is incorporated as a nonprofit corporation.
- II. The Butte County CAPC is responsible for carrying out California Children's Trust Fund (CCFT) activities under Welfare and Institutions Code, Chapter 11, as well as PSSF planning activities under Title IV-B, subparts 1 and 2 of the Social Security Act.
- III. The CAPC carries out the CCTF activities; however the Children's Services Coordinating Council (CSCC) acts as the local CCTF board that complies with Welfare and Institutions Code Section 18980 et seq.
- IV. The following funds are used annually to support local CAPC activities:

FUND	DOLLAR AMOUNT
CAPIT	
CBCAP	\$16,377
PSSF Family Support	
CCTF	\$86,205
Kids Plate	
Other	

- Please refer to Attachment 4, Butte County Board of Supervisors Resolution establishing the Butte County CAPC
- Please refer to Attachment R-B, Butte County CAPC roster

### **c. PSSF Collaborative**

Butte County does not have a separate PSSF collaborative. However, the Children's Services Coordinating Council (CSCC) acts as the de facto collaborative. The CSCC was appointed by the Butte County Board of Supervisors in 1994 to fulfill the legislative requirements of Senate Bill (SB) 997. Membership is comprised of members of the Butte County Child Abuse Prevention Council, county agencies, community based organizations, private non-profits, one representative from the Board of Supervisors, schools, law enforcement, local tribal members, and members of the Local Child Care Planning Council.

The mission statement of the CSCC is to provide and develop leadership to promote and encourage the provision of comprehensive integrated services for children and families in Butte County through interagency coordination. The CSCC collaborates with DESS in carrying out PSSF planning activities. The chair of the CSCC, along with other members has been active participants in the SIP planning process.

### **d. CCTF Commission, Board or Council**

On June 13, 2000 the Butte County Board of Supervisors designated the Children's Services Coordinating Council (CSCC) as the council to oversee the Children's trust Fund. Information regarding the CCTF is included in the annual Butte County budget, which is posted on the County Internet site. Additionally, information regarding the CCTF activities is included in minutes from the CCSC and Butte County CAPC board meetings.

- Please refer to Attachment 3, BOS Minute Order identifying the County's Children's Trust Fund (CCTF) Commission.
- Please refer to Attachment R-C, Butte County CSCC roster

### **e. Parent Consumers**

The engagement of parents/consumers in leadership roles and participation in various councils and planning groups has been on-going challenge in Butte

County, due in large part by lack of funding to provide stipends or other compensation. Discussions continue to focus on how to overcome these challenges within Children's Services and with the Butte County CAPC. However, there has been some recent progress made in this area.

For this C-CSFR cycle, a parent who had previously been in the Child Welfare System was able to participate in both the County Self Assessment (CSA) and in the development of the System Improvement Plan (SIP). This parent was able to provide specific insight in to services that he had participated in providing us with information about what worked well and what did not work well. At the time of the CSA, he had a part time job with the County and was able to participate as part of his employment. As a result of this participation, he applied to become a Commissioner on the Butte County First 5 Family and Children's Commission. He was selected as an alternate Commissioner, and will receive a stipend from the First 5 Commission for his participation.

Additionally, as part of the recently awarded SAMHSA Children Affected by Methamphetamine (CAM) grant, at least two part time parent mentors will be funded as part of the Family Treatment Court team. These two parent consumers will work as Peer Recovery Support Specialists, working with parents currently participating in the Family Treatment Court.

#### **f. The Designated Public Agency**

The Butte County Department of Employment and Social Services (DESS) was designated by the Butte County Board of Supervisors as the public agency to administer CAPIT/CBCAP/PSSF programs (effective February 23, 1999). As such, Butte County DESS is responsible for: monitoring and oversight of CAPIT/CBCAP/PSSF programs; integration of local services; fiscal compliance; data collection; preparing amendments to the county plan; preparing annual reports and outcomes evaluation; and to ensure contractor accountability to the CAPIT/CBCAP/PSSF programs. Each program has identified goals and outcomes.

DESS provides monitoring and oversight to each contracted agency via regular meetings with the service providers, contract monitoring, the collection and analysis of data, and preparation of required reports to the State. DESS provides for the dissemination of information and resources that can benefit contracting agencies in their completion of services.

- Please refer to Attachment 6, BOS Resolution Identifying the Butte County Department of Employment and Social Services as the Lead Applicant and Administrator of CAPIT/CBCAP/PSSF Programs

## **g. The Role of the CAPIT/CBCAP/PSSF Liaison**

In Butte County, an Administrative Analyst acts as the liaison for CAPIT/CBCAP/PSSF funding and programs. The role of the County CAPIT/CBCAP/PSSF liaison is to ensure that all program, fiscal, and statistical requirements are met in a timely manner. The liaison is responsible for program coordination, collecting data from contractors, compiling and analyzing contractor data, preparing required reports and submitting required reports in a timely manner. Additionally, the liaison is responsible the dissemination of prevention information to the appropriate entities throughout the County. The County liaison is responsible for communication with the State Office of Child Abuse Prevention, contract liaisons and other key prevention partners in the County.

## **h. Fiscal Narrative**

- i. Describe the county's overall processes and systems for fiscal accountability, including the established or proposed process for tracking, storing, and disseminating separate CAPIT/CBCAP/PSSF and County Children's Trust Fund fiscal data as required.

Program Accountability and Oversight for CAPIT/CBCAP/PSSF funded programs has not changed. The Butte County Department of Employment and Social Services (DESS) is responsible for monitoring, oversight and to ensure contractor accountability to the CAPIT, CBCAP and PSSF programs. Each program has identified goals and outcomes.

DESS provides monitoring and oversight to each contracted agency via regular meetings with the service providers, contract monitoring, the collection and analysis of data, and preparation of required reports to the State. DESS provides for the dissemination of information and resources that can benefit contracting agencies in their completion of services.

The CAPIT/CBCAP/PSSF County Liaison works in collaboration with DESS fiscal staff to ensure appropriate processes and systems for fiscal accountability. All county expense claims are processed in-house by DESS accounting staff to ensure fiscal accountability before being forwarded to the County Auditor for payment.

Claims for services submitted by contractors are first reviewed by the County Liaison for program accountability. The County Liaison tracks all CAPIT/CBCAP/PSSF expenditures at the time a claim for services is submitted, as part of program monitoring. This tracking is done electronically and hard copies of all claims and supporting documentation are kept in the County Liaison's office. Once claims have been approved by the County Liaison for payment, they are forwarded to the Fiscal Unit for the next level of

approval and processing before forwarding the County Auditor's Office. Hard copies of fiscal documents are also kept in the DESS Fiscal Unit. Both the County Liaison and DESS fiscal staff have access to the County Auditor's system in order to review expenditures if questions arise.

Pursuant to California Welfare and Institutions Code Section 18965 – 18967 the Children's Restricted Cash Account (formally known as the County Children's Trust Fund) consists of the fees for birth certificates, collected pursuant to Section 103625 of the Health and Safety Code. These funds are used to fund child abuse and neglect prevention and intervention programs, operated by a designated private nonprofit organization. Butte County DESS fiscal staff provide oversight of the fund on the county level, working in collaboration with the Butte County Auditor's Office, the County Liaison, the CSCC (designated CCTF Council), and the CAPC (who receives the funds and is responsible for making them available to community partners to provide prevention activities).

- ii. Describe how funding will be maximized through leveraging of funds for establishing, operating, or expanding community-based and prevention-focused programs and activities designed to strengthen and support families to prevent child abuse and neglect.

Approximately five years ago, Butte County began utilizing both CAPIT and PSSF allocations to fund the SOFT Program. This occurred in part due to the reduction in PSSF funds to Butte County (55% reduction to the allocation since FY 2004-2005). Currently there are no additional funds being used for the SOFT Program (see next paragraph regarding potential additional funding). Previously, there was better flexibility to utilize these funds for several programs. Additionally, following the first County Self Assessment, a need to provide better services to families as their children were reunified was identified. The SOFT Program was developed and the goals of both CAPIT and PSSF funding were met by the goals of the program.

The County is beginning to explore the possibility of collaborating with Behavioral Health to see if the CAPIT funds used to fund part of the SOFT Program would meet the criteria for accessing Early Periodic Screening, Diagnosis and Treatment (EPSDT) funding streams, if the child meets the medical necessity and if the appropriate goals and interventions are identified.

The Child Abuse Prevention Council (CAPC) develops Requests for Proposals to distribute CCTF funds in the community. CCTF funds may be used to match other funding streams for local prevention programs.

- iii. Provide assurance that funds received will supplement, not supplant, other State and local public funds and services.

Butte County does not use any CAPIT/CBCAP/PSSF funds to supplant any other State and local public funds and services.

- iv. The Adoptions and Safe Families Act of 1997 (PL 105-89) directed funds to be used for Family Preservation; Family Support; Time-Limited Family Reunification; and Adoption Promotion and Support. Per these guidelines, states are expected to allocate a minimum of twenty (20) percent for each service category.

Butte County PSSF funded contracts meet the following minimum allocation requirements:

Family Preservation	20%
Family Support	20%
Time-Limited Family Reunification	20%
Adoptions Promotion and Support	20%

**i. Local Agencies – Request for Proposals**

Starting in FY 2006/2997, as a result of a competitive bid process and identified gaps in services, Butte County Children's Services began blending CAPIT and PSSF funds to provide the Supporting Our Families' Transition (SOFT) Program. The SOFT Program is a time limited program (normally six months) that targets families in Family Reunification as they prepare to enter Family Maintenance, as well as providing support during Family Maintenance. The use of both CAPIT and PSSF funds allows for greater flexibility in providing these services to families while meeting the goals of these funding sources. While working collaboratively with Children's Services staff, the SOFT Program case managers provides extra support and parent mentoring through the SOFT Program by providing:

- Time limited family reunification services to parents and children in order to facilitate and prepare for the reunification of the child, safely, appropriately and in a timely fashion;
- Family preservation services that provides follow up care to families to whom a child has been returned after a foster care placement and that also improves parenting skills;
- Family support services to increase the safety and well-being of families by increasing parental capacity and enhance child development; and
- In-home visitation services to mentor parents (including interacting appropriately with the child and day to day life skills), utilizing Nurturing Parenting Programs® philosophy and curriculum, to ensure support systems are in place for the family (secondary post placement prevention).

During the triennial cycle FY 2006 - 2009, two non-profit agencies in Butte County provided the SOFT Program (Youth and Family Programs and Youth for Change). Following the next competitive bid process, one contract was awarded to Youth for Change for the period FY 2009 – 2011.

As a result of the integration of the CAPIT/CBCAP/PSSF County Plan triennial cycle with the County California – Children and Family Services Review (C-CSFR) triennial cycle in 2008, the current contract for the SOFT Program was awarded for two years only in order to meet this integration time frame. Therefore, on February 18, 2011 a Request for Proposals (RFP) was issued for the SOFT Program for the triennial cycle FY 2011 – 2014, to coordinate with the new SIP. The RFP process will be completed in time for a July 1, 2011 start date of the new contract for this program.

Additionally, Butte County contracts with Youth for Change to provide Adoption Promotion and Support Services. These services include pre and post adoptive services to support families in the process of adopting and activities designed to expedite the adoption process and support adoptive families.

As the designated public agency, Butte County Children's Services provides the following assurances:

- i. A competitive bid process, that meets both County and CDSS requirements, is in process for the SOFT Program which is funded with CAPIT and PSSF funds.
- ii. The RFP for the SOFT Program has been issued to nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention.
- iii. Agencies eligible for funding will provide evidence that demonstrates broad-based community support and that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency as part of the written response to the RFP.
- iv. The project funded shall be culturally and linguistically appropriate to the populations served (the SOFT Program currently has a bilingual/bicultural Spanish speaking case manager on staff).
- v. Training and technical assistance shall be provided to those agencies funded to provide the SOFT Program.
- vi. Services to minority populations are, and will continue to be, reflected in the funding of projects. The SOFT Program services are provided on a county wide basis to any family in need of this service.
- vii. The SOFT Program is related to the needs of children, especially those 14 years of age and under, and their families to support them as they reunify.

Many of the families participating in the SOFT Program have children under the age of five.

- viii. The county complies with federal requirements to ensure that anyone who has or will be awarded funds has not been suspended or debarred from participation in an affected program. This is required to be provided as part of the response to the RFP.
- ix. The non-profit agency that provides the SOFT Program has the capacity to transmit data electronically and this will continue to be required in the new funding cycle.

For the use of CAPIT funds, Butte County assures:

- i. Priority for services is given to children who are at high risk, including children who are being served by the county child welfare department for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies. All families who participate in the SOFT Program are part of the child welfare system.
- ii. Agencies responding to the RFP are required to demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the CDSS, and this will be reflected in the budget and contract.
  - Please refer to Attachment 7, Butte County Department of Employment and Social Services, SOFT Program RFP.

**j. CBCAP Outcomes**

In Butte County, the CBCAP allocation is used to fund the Child Abuse Prevention Council (CAPC), including a part time staff person and educational outreach. No prevention programs are funded with CBCAP funds; therefore, there are no CBCAP program outcomes. The CAPC funds community prevention programs via a competitive bid process using donated funds from an annual fund-raising strategy that allows citizens to donate funds when they pay their property taxes, and with CCTF funds. The CAPC does not provide direct services.

**k. Peer Review**

Butte County does participate in the formal peer review as we do not have CBCAP funded programs for the peer review process.

## **I. Service Array**

The Supporting our Families in Transition (SOFT) Program is funded by CAPIT and PSSF funds. Implemented in July 2006, the SOFT Program is a time limited program for families in the Child Welfare System in Butte County, who have been in Family Reunification and are entering Family Maintenance. The SOFT Program works toward strengthening families and providing support and services as a family transitions from Family Reunification into Family Maintenance. Working in collaboration with the family and the family's Child Welfare Social Worker, the SOFT Program completes a comprehensive assessment of a family's needs and provides support to address the adjustment of transitioning to Family Maintenance, while meeting the Child Welfare Case Plan goals that the Court has established for the family.

This program is able to provide extra support that is not available through the Child Welfare System, but it is an important part of the continuum of services provided to children and families. The SOFT Program staff collaborates with drug and alcohol treatment providers, parent educators and other service providers to ensure seamless and non-duplicative service delivery and support, meeting the unique needs of each family. One of goals of the SOFT Program is to ensure that each family has its support system (both formal and informal) in place so that when a family is ready to exit the Child Welfare System, they will be successful. The SOFT Program was identified as an important strategy in the County Self Assessment Program. Along with other Children's Services staff and other service providers for families in the Child Welfare System in Butte County, the SOFT Program incorporates the Nurturing Parenting philosophy, and uses the in-home parenting curriculum in to their services; the staff is trained in Motivational Interviewing; and the program is in the process of implementing Signs of Safety.

While CBCAP funds do not fund direct services, the CAPC is responsible for funding prevention programs in the community using other funds. The CAPC works closely with Children's Services and the Children's Services Coordinating Council in identifying needs in the community that can fill prevention needs as part of the continuum of services that are provided to families in Butte County.

The CAPC tracks/measures the effectiveness of these activities/services using the following methods:

- Pre and Post tests for training presentations
- Tracking numbers of persons asking for referral information at public events
- Tracking the number of attendees at events
- Customer satisfaction surveys at events and presentations

### **m. CAPIT/CBCAP/PSSF Services and Expenditures**

- Please refer to Attachments 8a) OCAP Expenditure Summary and 8b) OCAP Program Descriptions

## **Board of Supervisors Documents**

- Please refer to Attachment 9, Butte County BOS Notice of Intent
- Please refer to Attachment 10, Butte County BOS Resolution

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County Self Assessment  
And  
Peer Quality Case Review

Butte County  
2010



Executive Summary

*Butte County Department of  
Employment and Social  
Services*

~

*Children's Services Division*

*78 Table Mountain Blvd.  
P.O. Box 1649*



## **Butte County Self Assessment 2010 Executive Summary**

In January 2004, the implementation of Assembly Bill 636 brought a new Child Welfare Services Outcome and Accountability System to California, known as the California Child and Family Services Review (C-CFSR). This triennial review process focuses primarily on measuring outcomes in the areas of safety, permanency, and child and family well-being. This system operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes. This Executive Summary highlights the County Self Assessment for 2010, completed by Butte County Children's Services as the lead agency and by the Butte County Probation Department, the co-lead agency.

The goal of the Butte County Department of Employment and Social Services, Children's Services Division is to improve outcomes for children and families in the areas of safety, permanency, and well-being. The entire community is responsible for child, youth, and family welfare, not just the Children's Services Division. The Children's Services Division has the primary responsibility to intervene when a child's safety is endangered.

Butte County's Self Assessment plan was completed using several different methods of analysis. A Self-Assessment Core Team was formed including both the mandated participants and other agencies/community organizations providing services to the children and families of Butte County. Additionally, the team included former foster youth and a parent formerly involved with Children's Services. The team members met and provided analysis of some of the outcome indicators being studied in the assessment. The Core Team also analyzed services currently being provided in the community, gaps in services, and additional service needs.

A Strategic Planning session was held with all Children's Services agency staff participating in the day-long exercises. Valuable input was gleaned from those "on the front lines." A survey was used to gather input from parents. The parent survey was conducted via the Facilitated Case Planning Meetings. The information gathered from the variety of attendees at the Core Team meetings, the strategic planning session, and the parent survey was invaluable to the completion of this assessment.

Provided below is the Summary Assessment of the 2010 County Self Assessment, which addresses strengths and needs, as well as strategies for the future.

## SUMMARY ASSESSMENT

This is a breakdown of strengths and needs presented at a high level for each California Child and Family Services Outcome area. Following this summary is a synopsis of key strategies for the future of the Butte County Department of Employment and Social Services Children's Services Division.

### SAFETY

Before launching into a discussion of strengths and needs pertaining to the four specific Safety outcome measures, it is important to recognize the intent of this outcome area. That intent is Prevention, i.e., protecting from abuse/neglect and maintaining children safely in their homes. With the challenge inherent in measuring prevention, that is, by its very definition, measuring what has not occurred, we look to Participation Rates. Participation Rates can give us an indication of how well our County is doing in its community and agency efforts to protect children and keep them safely in their homes.

Total referrals of abuse or neglect received in our county declined by 13.5% over the past three years. This factor alone does not tell us that children are safer. Alternatively, it could, for example, mean that the community is less watchful or less aware of the signs of abuse or neglect. However, when taken in conjunction with the decline in substantiation rates from 23 per 1,000 population of children in 2007 to 17 per 1,000 population of children in 2009, it appears that more children are being protected. The corresponding decline in "In-Care Rates" from 15.5 children per 1,000 population to 13.1 children per 1,000 population of children indicates more children are being maintained safely in their homes.

### SAFETY OUTCOME 1

**Children are first and foremost protected from abuse and neglect.**

There are two measures that comprise this outcome area: S1.1 No Recurrence of Maltreatment and S1.2 No Maltreatment in Foster Care. No Recurrence improved significantly from 87.8% in 2007 to 93.6% of children with a first substantiated referral during January – June 2009 not having a recurrence within six months. However, the more recent data available via Safe Measures indicates a drop to 89% of children having a substantiated referral during July – December 2009 not having a recurrence within six months. While this is still better than 3 years ago, it is a trend in the wrong direction and still falls short of the Federal Goal. No Maltreatment in Foster Care remains strong with our most recent results exceeding the Federal Goal.

### STRENGTHS

In an effort to address root causes of abuse and neglect, Parent Support Groups were implemented. These groups support parents as they navigate through Children's Services enabling them to succeed. These groups focus on the

behaviors that brought them to require our involvement in order to keep their children safe. Parents in our system often have complex, long-standing mental health issues, and our timelines are such that we need this short-term, cognitive focus on the specific behavior(s) to be remediated. Time is also saved by addressing denial and anger or frustration at the “system” up front, freeing the way for meaningful engagement.

### NEEDS

The Parent Education Experiential Resource (PEER) Program in conjunction with the evidence-base Nurturing Parent curriculum provides a “hands-on” practicum for parents of children ages 0 to 3 years. Anecdotally, we have reason to believe that this is a very valuable component of parent education. The need remains to track outcomes specific to these children to verify the assumption that there is a reduced recurrence of maltreatment and reduced likelihood of reentry. If the data supports these suppositions, the need is to expand this parenting program to add age-specific practicum for all age groups. The funding from this program is by First 5 Butte County Children and Family Commission. An additional funding source would be needed to expand this program to include older children and their parents.

### **SAFETY OUTCOME 2**

**Children are safely maintained in their homes whenever possible and appropriate.**

There are two process measures that comprise this outcome area: 2B Percent of Child Abuse/Neglect referrals with a Timely Response and 2C Timely Social Worker Visits with Child. We are above the State Goal for both of these measures. This has been an area of continual focus.

### STRENGTHS

The greatest asset we have in meeting these objectives is our culture in CSD. Social workers are committed to responding to Immediate Response referrals within 24 hours and Emergency Response referrals within 10 days in order to intervene as quickly as possible to protect children who are suspected victims of abuse or neglect. Similarly, case-carrying social workers understand the importance of visiting the children in their caseload on a face-to-face basis. They care about these vulnerable children and take their role in keeping them safe very seriously.

### NEEDS

During the social worker strategic planning session, the greatest need identified related to this outcome area is standardized care for children at detention to reduce trauma. The need is recognized for a compassionate, caring, safe, and nurturing environment. We need to research evidence-based practices to address this and learn if the best approach is establishing a receiving team model, accelerating relative placement, using a trauma team, etc.

## **Permanency Outcome 1**

### **Children have permanency and stability in their living situations without increasing reentry to foster care.**

There are four composite measures and one process measure included in this Outcome area. The first composite includes four reunification measures. Permanency composite two includes five adoption measures. The third area includes three measures of exits to permanency. Permanency composite four is comprised of three measures of placement stability. The Permanency process measure is a look at children who are transitioning to adulthood.

## **Permanency Composite 1**

This composite includes the following four measures:

- C1.1 - Reunification within 12 Months (exit cohort)
- C1.2 - Median Time to Reunification
- C1.3 - Reunification with 12 Months (entry cohort)
- C1.4 - Reentry Following Reunification

## **STRENGTHS**

When reunification is viewed using an entry cohort (Measure C1.3), we are consistently above the National Goal. An entry cohort is more inclusive measure, since it does not just focus on those children who have reunified; it also quantifies the number of children still in care after 12 months. The program identified as having the most positive impact on this composite is Supporting Our Families in Transition (SOFT) from Family Reunification to Family Maintenance.

## **NEEDS**

The recommendation from our staff Strategic Planning session is that the expansion of PEER would improve our reunification efforts. Children under the age of one are eligible to PEER, and they are the group that fares most poorly in this Outcome area. 70.8% of children under the age of 1 who entered foster care in 2008 were still in care after 12 months. Our core team workshop examined this outcome area with a focus on the age of the child and determined that there is a much higher level of risk for younger children, and a correspondingly higher level of expectation for the parent(s) prior to reunification. The core team also identified a need for ongoing drug treatment services for families. Our Strategic Planning session pointed out the need for expanded wraparound support for families transitioning to reunification as is now provided to a very limited extent with the SOFT Program. The expansion of this program could go a long way toward improving time to reunification as well as reducing reentry.

## **Permanency Composite 2**

This composite encompasses the following five measures:

- C2.1 – Adoption within 24 Months (exit cohort)

- C2.2 – Median Time to Adoption (exit cohort)
- C2.3 – Adoption within 12 Months (17 months in care)
- C2.4 – Legally Free within six Months (17 months in care)
- C2.5 – Adoption within 12 Months (legally free)

### STRENGTHS

The strength in this outcome composite area is that we have a State Adoptions District Office in our County. That should enable us to partner more effectively in the future to improve this outcome. State Adoptions workers are included in Family Placement Meetings for children under three years and those having a poor prognosis for reunification.

### NEEDS

Our court is not willing to terminate parental rights (TPR) with no adoption in place. This can result in a longer stay prior to adoption, since the TPR process cannot be finalized until an adoptive home is found. Our poor outcomes in this area support the finding in our PQCR that we need improvement in the area of concurrent planning.

### **Permanency Composite 3**

This composite includes the following three measures:

- C3.1 – Exits to Permanency (24 months in care)
- C3.2 – Exits to Permanency (legally free at exit)
- C3.3 – In Care 3 Years or Longer (emancipation/age 18)

### STRENGTHS

We have consistently found permanency for children who are legally free at exit. We tend to hover just under the National Goal in this component of the composite.

### NEEDS

We need to address the lack of permanent options for children who have been in foster care for 24 months or longer. The National Goal is 29.1% with exits to permanency within 12 months of being in care 24 months or longer. We were at 42% of this goal as of our most recent official results. The apparent good performance in the second component of this composite - children who are legally free at exit finding permanency almost 90% of the time – is offset with the knowledge that our Court does not confer a legally free status until there is a permanent option identified.

### **Permanency Composite 4**

This composite includes the following three measures:

- C4.1 – Placement Stability (8 days to 12 months in care)
- C4.2 – Placement Stability (12 to 24 months in care)

- C4.3 – Placement Stability (at least 24 months in care)

### STRENGTHS

The strength our county has in place is the Interagency Services Placement Unit and the processes and programs for which it serves a gatekeeper role. These include the Wraparound Program that prevents unnecessary placement moves for high needs cases by providing intensive services in the home, which may be a placement. Additionally, this team evaluates the need for Multi-disciplinary Treatment Foster Care placements which can provide stability while leading to permanency.

Our Relative Assessment process has been streamlined to allow for a shortened timeline to placing a child in the best possible placement. The hope is that children will transition from time-limited Shelter Care straight to the Relative Home, avoiding that interim placement that so often occurs while the Relative Home and caregiver are being evaluated.

### NEEDS

Our greatest need in this area, which was identified by our staff in the Strategic Planning session, is placement options for difficult or troubled youth. Suggestions abounded for resolving this need including: intensive training/support for foster parents and relative caregivers – including specialize respite care; a specialized shelter care for group home and youth with behavioral problems; increased support when stepping down from group home care. We need to examine what is working in other counties and what the literature supports.

### **Permanency Process Measure**

There is one process measure included in the Permanency 1 Outcome:

- 8A – Children Transitioning to Self-Sufficient Adulthood

### STRENGTHS

A great support to the success of our emancipating youth in the area of Exit Outcomes is our Independent Living Program. This program offers a connection with an ILP caseworker experienced in providing the supports so needed by teens as they prepare for independence.

### NEEDS

This is a relatively new outcome measure. We need to continue to monitor it closely to identify ongoing needs.

**Permanency Outcome 2****The continuity of family relationships and connections is preserved for children.**

There are three process measures comprising this Outcome.

4A – Siblings Placed Together in Foster Care

4B – Foster Care Placement in Least Restrictive Settings Least Restrictive Entries (First Placement and Point in Time Placement)

4E – Rate of ICWA Placement Preferences

**STRENGTHS**

This Outcome is a point of strength for Butte County CSD. We do very well at placing sibling groups together. We have a relatively high percentage of relative placements at 22.2% for the most recent point-in-time, 7/1/2010. Our Group Home placements are kept very low. We have a gatekeeper-type process in place via our Interagency Services Placement Unit that is always looking for an alternative to Group Homes for difficult youths. Preference is always given to relatives of ICWA youth needing placement.

**NEEDS**

Butte County would benefit from more supports for relative caregivers, especially those who accept placement of large sibling groups. Childcare and respite care as well as financial supports would help acquire and stabilize these placements.

**Well-being 2****Children receive services appropriate to their educational needs.**

There is one process measure comprising this Outcome.

5A – Percent of children in care more than 30 days with a Health and Education Passport

**STRENGTHS**

When adjusted for those passports not yet due, 66.9% of children who entered care in the most recent quarter had a Health and Education Passport (HEP) provided to their care provider. We have a strong partnership with Public Health and with Butte County Office of Education that enables us to keep this vital record up to date and available.

**NEEDS**

While we are doing well in this area, we have 26.8% of children overdue for a HEP. We need to determine if this is a data input omission, or if we are somehow dropping the ball for some children in this area.

**Well-being 3****Children receive services adequate to their physical, emotional, and mental health needs.**

There are three process measures comprising this Outcome.

5A – Percent of children in care more than 30 days with a Health and Education (also Well-being 2 measure)

5B – Receipt of Health Screenings: Percent children in care with CHDP, dental exams, psychotropic medications, and immunizations that comply with periodicity table

5F = Psychotropic Medications

### STRENGTHS

Thanks in great part to our partnership with Public Health and utilization of a specialized Public Health Nurse, 92% of our children are current on the CHDP Physical Examinations and almost 76% are current on their CHDP Dental Examinations. We do a good job of tracking authorizations for psychotropic medications since the advent of this measure in 2008.

### NEEDS

We could well benefit from a quality inspection of our consistency in entering completion of Dental Exams in the CWS/CMS system. That step is needed prior to addressing the apparent lack of an annual dental exam for 24% of our children.

### STRATEGIES FOR THE FUTURE

There are at several over-arching conclusions that can be drawn from the Butte County Self Assessment. One such conclusion based upon an existing, but limited, strength that can be found throughout the report is to expand successful services and programs to encompass all the children and families we serve, rather than limiting their reach based upon age or funding restrictions. Another recurring need, Preventive Services, is highlighted by its glaring absence outside of community-based non-profit programs. This need is compounded by the challenge of measuring successful impacts upon our outcomes of preventive programs that exist outside our agency and operate on a voluntary participation basis. A third recurring need is for placements and supports for our growing population of children having behavioral health needs or behavioral issues.

### **EXPAND SUCCESSFUL SERVICES AND PROGRAMS**

**Program: PEER** (Parent Education Experiential Resource):

#### **Outcomes Impacted:**

- **Safety 1: S1.1 No Recurrence of Maltreatment**
- **Permanency 1: C1.4 Reentry Following Reunification**

This program has been designed to complement the evidence-based Nurturing Parent education classes. The target audience is parents and their children who are under 3 years of age. Since the funding for this program is a grant from the Butte County First 5 Children and Families Commission, we are not able to

leverage its success to other aged children and their parents without securing a different funding stream. Additionally, this grant will be exhausted June 2011. While the base served is small, the success is very promising. Of the 36 children whose parent(s) graduated from PEER in 2009, none have had a recurrence of maltreatment. The goal achieved by this hands-on parenting “lab” has been to equip these parents with the skills they need to maintain their children safely at home, thus reducing recurrences and reentries.

**Program: SOFT** (Supporting Our Families in Transition)

**Outcomes Impacted:**

- **Safety 1: S1.1 No Recurrence of Maltreatment**
- **Permanency 1: C1.4 Reentry Following Reunification**

The need to expand this program is cited throughout this report. Our Social Worker Strategic Planning session identified this as a need for all families as they transition from Family Reunification to Family Maintenance. In-home supports such as in-home parenting, family therapy, in-home “hands-on” coaching are some of the services cited as beneficial to keeping families safe and intact. An in-home resource specialist is able to link the family to community services on an “as-needed” basis without the looming presence of CWS. Supports like childcare and even providing snacks can make a difference where it counts. The SOFT Program is funded with CAPIT and PSSF funds and is a time-limited (six month) program for families who have been in Family Reunification and are entering Family Maintenance. The number of slots is also limited and fills up quickly, with some families being turned away from this vital service that could provide them with the keys to a successful transition.

## PREVENTIVE SERVICES

**Differential Response Program**

**Outcomes Impacted:**

- **Participation Rates**
- **Safety 1: S1.1 No Recurrence of Maltreatment**
- **Safety 2: 2B Percent of Child Abuse/Neglect Referrals with a Timely Response**
- **Safety 2: 2C Timely Social Worker Visits with Child**
- **Permanency 1: C1.4 Reentry Following Reunification**
- **Well-being 1: Families have enhanced capacity to provide for their children’s needs.**

There is a need for evidence-based prevention services for our community. This is a recurring theme from our Strategic Planning session with staff as well as from our Core Team meetings and workshops. We need programs at the front-end to support families who come to our attention but do not rise to the level of intervention in order to prevent their struggles and challenges from escalating

until they do require our intervention. We need services to enable families to stay together rather than having the children placed in foster care. We need services for families who have been reunited to prevent them from reentering our system. These services need to be provided under the auspices of Butte County CSD in order to maintain quality and consistency and track success.

### **PLACEMENTS AND SUPPORTS FOR CHILDREN WITH BEHAVIORAL HEALTH NEEDS AND BEHAVIORAL ISSUES**

**Program: To be Determined. Explore Possibilities.**

**Outcomes Impacted:**

- **Safety 1: S2.1 No Maltreatment in Foster Care**
- **Safety 2: 2C Timely Social Worker Visits with Child**
- **Permanency 1: 8A Children Transitioning to Self-sufficient Adulthood**
- **Permanency 1: C2.3 Adoption within 12 Months (17 months in care)**
- **Permanency 1: Permanency Composite 4 – Placement Stability**
- **Permanency 2: 4B Foster Care Placement in Least Restrictive Settings**
- **Well-being 3: 5F Psychotropic Medications**

Through our Self Assessment process we have identified the problem again and again. An ever-increasing number of youth are “blowing out of placements,” running away, exhibiting dangerous behaviors, and stretching our capacity to provide them with stability and safety to the limit. Many ideas have been put forth to mitigate this problem. The next step is to determine what works. We need to connect with successful counties and research the literature for evidence-based practices that can be leveraged in our county.

#### **Probation Department Summary**

Regarding the safety outcome, to ensure children are first and foremost protected from abuse and neglect, and to ensure children are safely maintained in their homes whenever possible and appropriate, the Butte County Probation Department will continue to be vigilant as to the possibility of maltreatment in all cases involved in the delinquency system in general, but particularly in those cases with a prior history with the dependency system. Probation Officers will continue to be observant for the signs of maltreatment in the home in cases in which the child has been reunified with the parent. These efforts are supported and enhanced by Probation Department access to the Child Welfare Services/Case Management System (CWS/CMS) System.

Probation Officers will also continue to monitor the quality of care of foster care agencies utilized for Probation Department placements. Issues and concerns will continue to be directed to Community Care Licensing.

Regarding the permanency outcome, to ensure children have permanency and stability in their living situations, to minimize the likelihood of reentry and to minimize the likelihood of unnecessary placement changes, the Butte County Probation Department will seek rehabilitative programs and services that best fit all of the individual (social, educational, emotional and rehabilitative) needs of the child. The appropriateness of relative placement and wrap-around care will be considered in all cases prior to out of home placement. Probation Officers will continue to make face to face contact with all children in placement at least monthly to monitor their progress toward rehabilitation, and reunification readiness. In cases in which reunification is not possible, timely permanent plans will be developed and pursued. In all cases, Probation Officers will prepare and provide regular updates to the court.

To ensure that the continuity of family relationships and connections is preserved for children, wherever possible, the Probation Department will utilize rehabilitative programs and services that are as geographically close to the family. Further the Probation Department will utilize rehabilitative programs and services that embrace and support and family preservation.

Regarding the well being of the children in placement, the Probation Department will continue to collaborate with local educational agencies, specifically the Table Mountain School/Butte County Office of Education to ensure that children receive services appropriate to their educational needs, and to ensure children remain in their school of origin wherever possible. Further the Probation Department will continue to collaborate with the Butte County Public Health Department and the Butte County Behavioral Health Department to ensure children receive services adequate to their physical, emotional and mental health needs. The Probation Department will continue to collaborate with other county agencies on the Interagency Services Placement Unit Team to develop resources and strategies to maintain strengths, address needs and improve outcomes.

## **PEER QUALITY CASE REVIEW 2010 EXECUTIVE SUMMARY**

As part of the triennial California Child and Family Services Review, the Butte County Department of Employment and Social Services and the Butte County Probation Department participated in a Peer Quality Case Review (PQCR).

The Butte County PQCR was completed on June 15, 2010. The focus area for the PQCR was Placement Stability. The following is a summary of what we learned is needed to improve this focus area. These conclusions are excerpted from the final report:

## Children's Services

1. Butte County Children's Services Division (CSD) will implement a standard procedure for utilizing SDM; identifying which social worker is responsible for each tool during the various decision making and case planning stages.
2. CSD will collaborate with Butte County Department of Behavioral Health to establish a formal procedure for referring children to mental health services and discuss a potential partnership for a foster care mental health program. A "Mobile Foster Care" program is currently being trialed to assess every child within 60 days of detention. "Child Support Groups" have recently begun to provide another avenue of much needed Behavioral Health services.
3. CSD will research the development of a process for conducting emergency relative placement assessments to increase immediate relative and non-related extended family members (NREFM) placements at the time of removal to prevent shelter placement. Staff plan to visit San Joaquin County to learn more about their emergency placement procedures.
4. CSD will consider having a placement social worker to work with children in permanent placement status to attempt to find potential legal guardians/adoptive families to allow termination of dependency. Beginning July 1, 2010, Children's Services conducts a relative search on every child who enters shelter care. Additionally, this Relative Locator Program will serve the needs of children throughout the course of their case, including at emancipation.
5. CSD will research having a regular joint FARE (Facilitating All Resources Effectively) Program facilitated family meeting with State Adoptions, licensing, placement social workers, and case carrying social workers to discuss concurrent planning of each case within a short time following Detention. Through the monthly meetings with State Adoptions, Children's Services will focus on establishing a joint mission and shared priorities, with a focus on reunification and relative placements taking priority, while concurrent planning with State Adoptions becomes the routine.
6. Provide social workers with a template and additional training as needed to facilitate and increase documentation of case planning activities, including concurrent planning, discussions with parents, visitation, etc.
7. CSD will explore vertical case management and other alternatives to limit the number of social workers assigned to a child / case.
8. CSD will explore technological options to facilitate timely, accurate data input and tracking, e.g., digital voice recorders, laptops, notebooks, etc.

## **Probation**

1. Research, identify, and implement the usage of a standard assessment tool and create a formal policy for use of the tool.
2. Implement a formal procedure for family finding and assessing relatives for placement prior to considering alternative placements.
3. Provide probation officers with family engagement training and increase methods to include parents in case planning activities.
4. Establish policies and procedures for concurrent planning.

## **Next Steps**

Starting early in January 2011, the Department of Employment and Social Services, along with the Probation Department, will begin developing the third part of the California Child and Family Services Review, the County System Improvement Plan (SIP). The SIP is due to the State in April, 2011.

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Butte County System Improvement Plan (SIP) Logic Model

SIP Outcome Measure	Input		Output	Outcomes -- Impact		
	Short	Medium	Long	Short	Medium	Long
<b>Safety 1, S1.1 No Recurrence of Maltreatment</b>	<ul style="list-style-type: none"> <li>Develop / Implement an "Alternative Response Program"</li> <li>Expand / enhance services to families following an investigation or exiting FM</li> <li>Develop a system to track parental drug use at the time of detention</li> <li>Signs of Safety (SOS) Training and Implementation</li> </ul>	<ul style="list-style-type: none"> <li>More flexibility for response to reports of child abuse/neglect</li> <li>More support to families whose children have been returned to their care</li> <li>Increased understanding of drug use and the impact on Child Welfare System</li> <li>More strengths based approach to safety / case planning</li> </ul>	<ul style="list-style-type: none"> <li>Increase appropriate developmental expectations of children for caregivers</li> <li>Parent Mentors for parents in the Family Treatment Court</li> <li>Reentry study results will inform Alternative and After Care services</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration between CSD and community partners to explore preventative needs and gaps in services</li> <li>Develop enhanced treatment services to address needs for parents earlier in the case planning process</li> <li>Engaging families in the case planning / safety mapping process</li> </ul>	<ul style="list-style-type: none"> <li>Implement Alternative Response Program framework</li> <li>Develop strategies for program evaluation to determine outcomes</li> <li>Increased training for staff in planning, assessment, and case planning</li> <li>Increased focus on safety planning using a team approach</li> </ul>	<ul style="list-style-type: none"> <li>Fewer initial entries and reduced reentry rates in the Child Welfare System</li> <li>Reduced maltreatment and reentry rates in the Child Welfare System</li> <li>Empower families to be engaged in case planning and after-care plans</li> </ul>
	<b>Permanency 1, Permanency Composite 1 (C1.4) Reentry Following Reunification</b>	<ul style="list-style-type: none"> <li>Implement new CAM grant program</li> <li>Train partners in assessment tools and Nurturing Parenting curriculum</li> <li>Identify reasons for increasing reentry rates</li> </ul>	<ul style="list-style-type: none"> <li>Increase quality of FM services</li> <li>Increase caregivers appropriate developmental expectations for children in their care</li> </ul>	<ul style="list-style-type: none"> <li>Reunify children with quality FM program</li> <li>Community oriented after program</li> <li>Inform and formal supports for parents in FM</li> </ul>	<ul style="list-style-type: none"> <li>Reunify children with quality FM program</li> <li>Community oriented after program</li> <li>Inform and formal supports for parents in FM</li> </ul>	<ul style="list-style-type: none"> <li>Increased numbers of successful reunifications; intact families</li> <li>Reduced recurrence of maltreatment and reentry into foster care</li> </ul>
<b>Permanency 1, Permanency Composite 4 (C4.2) Placement Stability (12-24 Months in Care)</b>	<ul style="list-style-type: none"> <li>Development of Emergency Relative Placement Process</li> <li>Expanding Family Team Decision Making</li> <li>Train facilitators in Signs of Safety</li> </ul>	<ul style="list-style-type: none"> <li>Increased use of relatives for placement</li> <li>Engage families in the case planning and placement process</li> <li>Increased use of Signs of Safety in the Placement Process</li> </ul>	<ul style="list-style-type: none"> <li>Fewer placement changes</li> <li>Process in place to prevent at risk placement changes</li> <li>Caregiver input in to placement issues</li> </ul>	<ul style="list-style-type: none"> <li>Stable placements with earlier placements with relative caregivers</li> </ul>	<ul style="list-style-type: none"> <li>Increased placement stability for children in foster care</li> </ul>	

**ATTACHMENT 3a) SIP Component – Child Welfare Services**

**Safety 1**

**Outcome/Systemic Factor: Safety 1 a) S1.1 No Recurrence of Maltreatment**

Of all children who were victims of a substantiated maltreatment allegation during the first six-months of the 1-year period, what percent were not victims of another substantiated allegation within the following six months?

**County's Current Performance:**

During Q 1 and Q2 of 2010, Butte County's rate was 90.6% (Existing SIP goal is 92.5%; statewide average is 93.0%; federal standard is 94.6%)

**Improvement Goal 1.0**

Increase rate of no recurrence of maltreatment by 2.4%

**Strategy 1.1**

Develop and implement an "Alternative Response" Program in Butte County.

**Strategy Rationale**

An Alternative Response Program would allow Children's Services and Community-Based Organizations (CBOs) to respond in a more flexible manner to reports of child abuse or neglect and to support families whose children have been returned to their care.

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

<b>Milestone</b>	<b>Timeframe</b>	<b>Assigned to</b>
<b>1.1.1</b> Develop core group of Children's Services staff and community partners to explore preventative service gaps, and identify needs, in our community.	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Program Manager Administrative Analyst
<b>1.1.2</b> Evaluate needs and research fiscal options, including leveraged funding options and develop a framework for an alternative response program.	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Program Manager Administrative Analyst
<b>1.1.3</b> If funding is available, issue a Request for Proposals for "Alternative Response" Program.	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Program Manager Administrative Analyst
<b>1.1.4</b> If funding is available, implement "Alternative Response" Program, including training Children's	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013	Program Manager

Outcome/Systemic Factor: Safety 1 a) S1.1 No Recurrence of Maltreatment  
Sip Attachment 3 a)

	Services staff and community partner staff and incorporating the use of SDM.		<input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014		Administrative Analyst
	1.1.5 If "Alternative Response" program is implemented, evaluate progress and outcomes.		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014		Program Manager Administrative Analyst
<b>Milestone</b>	<b>Strategy 1.2</b> Expanding/enhance the Communities Accessing All Resources (CARS) Program		<b>Strategy Rationale</b> The CARS Program is a community-based "Alternative Response" Program that provides services to families not needing protection from Children's Services.		
			<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	
	1.2.1 Establish a team from Child Welfare and the CBO that provides the services to evaluate and plan the process of expanding services to families in Family Maintenance.		<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014		Program Manager Administrative Analyst
	1.2.2 Establish a team from Child Welfare and the CBO that provides the services to evaluate and plan the process of implementing a "warm hand off" from Children's Services to the CARS Program following an investigation by Children's Services.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	<b>Assigned to</b>	Program Manager Administrative Analyst
	1.2.3 If fiscally feasible, implement enhancements to CARS Program.		<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014		Program Manager Administrative Analyst
<b>Strategy 1.3</b>	Develop a system to track parental drug use at time of		<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b> This will provide better understanding of treatment service	
			<input type="checkbox"/> CBCAP		

detention in the CWS/CMS system.		needs for parents earlier in the case planning process.	
Milestone	Timeframe	PSSF	Assigned to
		N/A	
<b>1.3.1</b> Identify list of most common drugs used by parents at time of detention.		<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Administrative Analyst
<b>1.3.2</b> Create new “Special Projects” Codes for identified substances in CWS/CMS.		<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer
<b>1.3.3</b> Develop guidelines and train staff to enter “Special Projects” Codes in CWS/CMS.		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer
<b>1.3.3</b> Develop guidelines for accessing information to be used by staff in planning and developing case plans, programs etc.		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Administrative Analyst

<b>Improvement Goal 2.0</b> Increase social workers' knowledge, skills and practice in family engagement activities by enhancing and expanding existing strategies.		<b>Strategy Rationale</b> SOS provides a means to engage families using solution focused methods. This approach will ensure families are involved in the development of case planning, improve critical thinking in social workers and enhance safety by identifying dangers, developing well defined and realistic goals and by building safety networks.	
<b>Strategy 2.1</b>		<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP
Fully implement the use of Signs of Safety (SOS), an innovative strengths-based, safety-organized approach to child protection casework. SOS will be integrated with the Structured Decision Making (SDM) risk assessment tool.		<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A
<b>Milestone</b>	<b>Timeframe</b>	<b>Assigned to</b>	
<b>2.1.1</b> Provide formal training to staff that have not yet been trained in SOS.	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer	
<b>2.1.2</b> Develop guidelines for use of SOS model.	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer Program Manager	
<b>2.1.3</b> Implement SOS in case staffing between social workers and supervisors.	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer CWS Supervisors	
<b>2.1.4</b> Implement SOS for use in the field.	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer CWS Supervisors	
<b>2.1.5</b> Assess use of SOS through regularly scheduled	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through	Staff Development Officer CWS Supervisors	

	meetings.		<input checked="" type="checkbox"/> April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014 <input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Social Workers
	<b>2.1.6</b> Monitor effective utilization of SOS and measure its effect on risk and safety planning using Safe Measures data.		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Administrative Analyst
	<b>2.1.7</b> Develop a survey for families and CWS Social Workers to complete for evaluation purposes.		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer Program Manager
	<b>2.1.8</b> Review and revise current SDM policies to integrate the use of SDM and SOS applications.		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Staff Development Officer Program Manager
<b>Milestone</b>	<b>Strategy 2.2</b> Expand/enhance the Parent Education Experiential Resource (PEER) Program. PEER is a "hands-on" supervised parenting group with children under the age of five and their parents that utilizes Nurturing Parenting curriculum.		<input type="checkbox"/> <b>CAPIT</b> <input type="checkbox"/> <b>CBCAP</b> <input type="checkbox"/> <b>PSSF</b> <input type="checkbox"/> <b>N/A</b>	<b>Assigned to</b> Program Manager Administrative Analyst
			<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	
	<b>2.2.1</b> Develop a team including Children's Services staff and program vendors to evaluate needs and research fiscal options, including leveraged funding options to enhance/expand PEER Program.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Program Manager Administrative Analyst
	<b>2.2.2</b> If fiscally feasible, implement new program		<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through	

	enhancements, develop new needed guidelines and train staff in any changes.		<input type="checkbox"/> April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Supervisors Administrative Analysts Program staff
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p> <p>Children's Services will enhance the following to reduce the recurrence of maltreatment:</p> <ul style="list-style-type: none"> <li>▪ Respond to families in a non-adversarial manner, engaging them in the necessary change process.</li> <li>▪ Address the commitment to prevention and early intervention.</li> <li>▪ Comprehensive family assessments of safety, risk and protective capacity as well as family strengths and needs.</li> <li>▪ On-going assessment of needs and funding options.</li> </ul> <p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>Staff will need training/coaching for the SOS model and integration with SDM and some staff will need training as facilitators in the Nurturing Parenting Programs. Partner agency staff and community-based organizations will need overview training in SOS.</p> <p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>Children's Services will work closely with community partners, CalWORKs and other county agencies involved in providing services to youth and families as needed to implement programs and strategies.</p> <p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <p>None at this time.</p>				

**ATTACHMENT 3 b) SIP Component – Child Welfare Services**

**Permanency 1, Permanency Composite 1**

**Outcome/Systemic Factor: Permanency Composite 1(4) Measure 4 (C1.4) Reentry Following Reunification**

This measure indicates the percent of children who exited foster care to reunification during a 12-month period and reentered foster care less than 12 months from the date of discharge.

**County's Current Performance:**

For the 12 month period ending 12/31/09, Butte County's rate was 19.6% (existing SIP goal is 9.9%; statewide average is 12.1%; federal standard is 9.9%)

**Improvement Goal 1.0**

Decrease the rate of reentry following reunification to 12.1%

**Strategy 1. 1**

Implementation of the SAMHSA Grant, Children Affected by Methamphetamine, to provide comprehensive family-centered supports to children, their parents and caregivers for those parents who participate in the Butte County Family Treatment Court. The target population to be served consists of families participating in Butte County's Family Treatment Court (FTC) Program and whose children who are between the ages of 0-3, and their siblings, who are affected by Methamphetamine or other substance abuse.

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

**Strategy Rationale**

The goals of this program include:

- ▶ Increase caregivers' appropriate developmental expectations for children;
- ▶ Increase caregivers' sensitive, consistent parenting;
- ▶ Reduce the rate of recurrence of child maltreatment; and
- ▶ Reduce the rate of re-entry into foster care.

Milestone	Timeframe	Assigned to					
		Year	Staff				
<b>1.1.1</b> Develop core group of Children's Services staff and Behavioral Health staff to work with grant funder to implement new grant program.	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	DESS Program Manager BH Program Manager Supervisor Administrative Analyst	DESS Program Manager BH Program Manager Supervisor Administrative Analyst				
				<b>1.1.2</b> Develop curriculum and provide training to Family Treatment Court Staff and other partners in assessment tools for grant and in Nurturing Parenting Programs curriculum.	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	DESS Program Manager BH Program Manager Supervisor Administrative Analyst	DESS Program Manager BH Program Manager Supervisor Administrative Analyst

	assessment tools and the needs of children in their care.		<input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014		
	<b>1.1.4</b> Develop evaluation methods with Project Evaluator for tracking progress of parents participating in the Family Treatment Court.		<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Program Manager Administrative Analyst Researcher from UC Davis (project evaluator)	
	<b>1.1.5</b> Collaborate with BH in the identification and hiring of parent mentors to work with parents in the Family Treatment Court.		<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	DESS Program Manager BH Program Manager Supervisor Administrative Analyst	
	<b>Strategy 1.2</b> Explore and develop "After Care" services to families in Family Maintenance and after they leave the Child Welfare System.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale</b> Implementation of a continuum of services to support families as they prepare to exit the Child Welfare System would better support and prepare families for successful reunification.	
<b>Milestone</b>	<b>1.2.1</b> Establish a team from Child Welfare, parents who had been in the Child Welfare System, other county staff and community partners to evaluate needs and identify supports that would benefit families once they leave the Child Welfare System.	<b>Timeframe</b>	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Assigned to  Program Manager Supervisor Administrative Analyst	
	<b>1.2.2</b> Research ways to provide additional "After Care" services by holding parent focus groups; visiting other county programs; explore leveraged funding options;		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014		Program Manager Supervisor Administrative Analyst
	<b>1.2.3</b> If fiscally feasible, implement strategies to		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through		Program Manager Supervisor

	support "After Care" services.		April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Administrative Analyst
<b>Strategy 1.3</b> Conduct a reentry study to identify reasons for increasing reentry rates in Butte County.			<b>Strategy Rationale</b> This survey will provide more information as to the reason why families are reentering our system, which will inform future planning and strategizing for better success in this area.	
<b>Milestone</b>	<b>1.3.1</b> Develop reentry study and analyze reasons for families that return to the Child Welfare System.	<b>Timeframe</b>	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	<b>Assigned to</b> Program Manager Administrative Analyst
	<b>1.3.2</b> Utilize findings from reentry study to inform the Alternative and After Care services.		<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Program Manager Administrative Analyst

<p><b>Improvement Goal 2.0</b> Enhance and expand existing strategies that provide supportive services to families as they prepare to exit the Child Welfare System.</p>		<p><b>Strategy Rationale</b> Enhancing and increasing the capacity of families who participate in the SOFT Program would provide additional supports to families as they exit the Child Welfare System.</p>	
<p><b>Strategy 2.1</b> Expand/enhance the Supporting Our Families in Transition from FR to FM (SOFT) Program. The SOFT Program provides additional case management services and parent mentoring, with an emphasis on parenting in recovery, to some parents as they transition from Family Reunification to Family Maintenance.</p>		<p><input checked="" type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input checked="" type="checkbox"/> PSSF</p> <p><input type="checkbox"/> N/A</p>	
<p><b>Milestone</b></p>	<p><b>2.1.1</b> Develop a team including Children's Services staff and program vendor to evaluate needs and research fiscal options, including leveraged funding options to enhance/expand the SOFT Program by increasing program capacity and increasing length of time families can participate in the program.</p>	<p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013</p> <p><input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	<p>Assigned to</p> <p>Program Manager Administrative Analyst</p>
	<p><b>2.1.2</b> If fiscally feasible, implement new program enhancements, develop new needed guidelines and train staff in any changes.</p>	<p><input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012</p> <p><input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013</p> <p><input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014</p>	
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p> <p>The reentry study will not only inform future planning, but also will be utilized in looking at ways to enhance/expand the SOFT Program. The full implementation of Signs of Safety (listed in Safety 1, S1.1) will also be a strategy that will be used in this Outcome/Systemic Factor.</p>			
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>None at this time.</p>			
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>Children's Services will work closely with community partners, CalWORKs and other county agencies involved in providing services to youth and families as needed to implement programs and strategies.</p>			

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

None at this time.

**ATTACHMENT 3c) SIP Component – Child Welfare Services**

**Permanency 1, Permanency Composite 4**

**Outcome/Systemic Factor: Permanency Composite 4 (2) Measure 2 (C4.2) Placement Stability (12 – 24 Months in Care)**

This measure indicates the percentage of children that have permanency and stability in their living situations without increasing reentry to foster care. This measure indicates the percentage of children in care having two or fewer placements.

**County's Current Performance:**

In 2010, Butte County's rate was 54.7% for those children with two or fewer placements and 45.3% (statewide average is 64%; federal standard is 65.4%)

**Improvement Goal 1.0**

Increase placement stability rate of children with two or fewer placements by 5%

**Strategy 1.1**

Enhance ability to place children with relative placements on an emergency basis.

**Strategy Rationale**

Being able to place children with relative placements on an emergency basis will likely reduce the number of placements a child must experience.

Milestone	Timeframe	CAPIT				Assigned to
		CAPIT	CBCAP	PSSF	N/A	
<b>1.1.1</b> Develop core group of Children's Services staff to explore and create policies and procedures in order to safely place children in relative placements on an emergency basis.	Year 1 – April 16, 2011 through April 15, 2012 Year 2 – April 16, 2012 through April 15, 2013 Year 3 – April 16, 2013 through April 15, 2014	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	DESS Program Manager Administrative Analyst
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>1.1.2</b> Develop policies and procedures that will enhance the ability to place children with relative caregivers on an emergency basis.	Year 1 – April 16, 2011 through April 15, 2012 Year 2 – April 16, 2012 through April 15, 2013 Year 3 – April 16, 2013 through April 15, 2014	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Program Manager Staff Development Officer
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>1.1.3</b> Train staff in new procedures for emergency placements.	Year 1 – April 16, 2011 through April 15, 2012 Year 2 – April 16, 2012 through April 15, 2013 Year 3 – April 16, 2013 through April 15, 2014	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Program Manager Staff Development Officer
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>1.1.4</b> Develop evaluation methods to track the changes in placement stability.	Year 1 – April 16, 2011 through April 15, 2012 Year 2 – April 16, 2012 through April 15, 2013	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Program Manager Administrative Analyst
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		<input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	
<b>Strategy 1.2</b>	Expand the use of Family Team Decision Making (FTDM) through increased use of the Facilitating All Resources Effectively (FARE) Program as a strategy to decrease placement moves.	<input type="checkbox"/> <b>CAPIT</b> <input type="checkbox"/> <b>CBCAP</b> <input type="checkbox"/> <b>PSSF</b> <input checked="" type="checkbox"/> <b>N/A</b>	<b>Strategy Rationale</b> Family Team Decision Making (FTDM) is utilized successfully on a regular basis for placement decisions and case planning and appears to be a strategy that would benefit placement stability as well.
<b>1.2.1</b>	Develop a Core group of Children's Service and Fare Program vendors to expand the FARE Program capacity to allow for more meetings to be provided at all stages of a case from investigation to permanency, including meetings to address placement issues and decisions.	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Program Manager Administrative Analyst
<b>1.2.2</b>	Train FARE Facilitators in Signs of Safety to be utilized during FTDM meetings.	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Assigned to  Staff Development Officer
<b>1.2.3</b>	If fiscally feasible, enhance program capacity through additional staff (either support staff or additional facilitator).	<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input checked="" type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	

<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p> <p>Changes would need to be made to the placement procedures and policies if emergency placements with relatives are increased.</p>
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>FARE Program Facilitators would need to be trained in Signs of Safety.</p>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>N/A</p>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <p>None at this time.</p>

**ATTACHMENT 3d) SIP Component – Probation**

**Permanency 2 – The Continuity of Family Relationships and Connections is Preserved for Children**

**Outcome/Systemic Factor:** Process Measure (2) 4B – Foster Care Placement in Least Restrictive Settings, Least Restrictive Entries (First Placement and Point in Time Placement)

**County's Current Performance:**

While specific data is not available at this time, Butte County Probation needs to expand it family finding, assessment, case planning and targeted treatment efforts to improve its overall placement stability outcomes.

**Improvement Goal 1.0**

Improve Placement Stability

**Strategy 1. 1**

Improve overall placement stability by decreasing removals or length of removals by increasing family finding efforts and relative placements.

**Strategy Rationale**

Children may needlessly enter the system or languish in the system if family finding and relative placement strategies are not fully utilized.

Milestone	Description	CAPIT				Assigned to
		CAPIT	CBCAP	PSSF	N/A	
1.1.1 Attend any provided family finding instruction.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Probation Officers
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.1.2 Explore and/or implement departmental access to specific family finding resources.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supervising Probation Officer
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1.1.3 Implement formal policies or procedures as to effective family finding strategies for preventative, wrap-around and/or reunification purposes. Provide family finding instruction and resources to Probation Officers.		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Supervising Probation Officer
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Strategy 1. 2</b>	Improve overall placement stability by utilizing careful, ongoing assessment and individualized case planning with targeted treatment and attainable goals.	<b>Strategy Rationale</b> Children may languish in the system if their specific needs have not been appropriately identified and targeted.				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<input checked="" type="checkbox"/> N/A	<input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014 <input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014 <input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014 <input checked="" type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014	Probation Officers  Supervising Probation Officer  Supervising Probation Officer
<input checked="" type="checkbox"/> N/A	<b>1.2.1</b> Attend any provided assessment and/or case planning instruction.  <b>1.2.2</b> Establish procedures and policies to ensure all juveniles at risk of out of home placement have been assessed as to risk to re-offend and that a individualized case plan has been developed.  <b>1.2.3</b> Provide ongoing risk to re-offend and case planning instruction and resources.	<b>Assigned to</b>  <b>Strategy Rationale</b> Development of effective services available to children and families will decrease the incidence of removal, shorten the length of the removal, strengthen the family unit and reduce the likelihood of re-entry. <input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014 <input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014
<b>Milestone</b>	<b>1.3.1</b> Evaluate effectiveness of local programs by monitoring individual case planning goals and outcomes. Identify lacking support and services.  <b>1.3.2</b> Collect information and/or data from Probation Officers pertaining to program effectiveness and gaps in services.	<b>Assigned to</b>  Probation Officers  Supervising Probation Officer

	<p><b>1.3.3</b>  Evaluate effectiveness of local programs by reviewing collective case planning goals and outcomes. Support and enhance those programs proving to be effective. If funding is available, develop new resources to address gaps in services.</p>		<input type="checkbox"/> Year 1 – April 16, 2011 through April 15, 2012 <input type="checkbox"/> Year 2 – April 16, 2012 through April 15, 2013 <input checked="" type="checkbox"/> Year 3 – April 16, 2013 through April 15, 2014		Supervising Probation Officer
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SIP ATTACHMENT 4  
BOARD RESOLUTION ESTABLISHING CHILD ABUSE PREVENTION COUNCIL



Resolution No. 89-091

DESIGNATION OF BUTTE COUNTY CHILD ABUSE COUNCIL  
AS THE  
CHILD ABUSE PREVENTION COORDINATING COUNCIL

WHEREAS, child abuse is one of the most tragic social and criminal justice issues of our times.

WHEREAS, victims of child abuse and their families face a complex intervention system involving many professionals and agencies.

WHEREAS, coordination by child protection agencies and personnel improves the response to a victim and his or her family.

WHEREAS, the prevention of child abuse requires the involvement of the entire community.

WHEREAS, Butte County Child Abuse Council (BCCAC) is a community council whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse.

WHEREAS, Butte County Child Abuse Council encourages representatives from the following to be members: the county Children's Protective Services, the Probation Department, licensing agencies, the criminal justice system (including law enforcement, the office of the district attorney, the courts, the coroner), prevention and treatment services communities (including medical and mental health services, community-based social services, public and private schools), community representatives (including community volunteers, civic organizations and the religious community).

WHEREAS, Butte County Child Abuse Council provides a forum for INTERAGENCY COOPERATION and coordination to 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; ENCOURAGES AND FACILITATES COMMUNITY SUPPORT for child abuse and neglect programs.

WHEREAS, Butte County Child Abuse Council has been providing the above since its establishment in 1975.

NOW, THEREFORE, BE IT RESOLVED that the Butte County Board of Supervisors designate the Butte County Child Abuse Council as the Child Abuse Prevention Coordinating Council of this County.

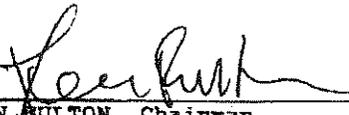
PASSED AND ADOPTED by the Board of Supervisors of the County of Butte, State of California this 20th day of June, 1989 by the following vote:

AYES: Supervisors McInturf, McLaughlin and Chairman Fulton

NOES: None

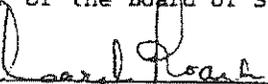
ABSENT: Supervisors Dolan and Vercruse

NOT VOTING: None

  
\_\_\_\_\_  
LEN FULTON, Chairman  
Butte County Board of Supervisors

ATTEST:

William H. Randolph  
Clerk of the Board of Supervisors

By  \_\_\_\_\_  
Deputy



# Board of Supervisors

Minute Order No.: 00-192 (37)

BILL CONNELLY  
 First District  
 LARRY WAHL  
 Second District  
 MAUREEN KIRK  
 Third District  
 STEVE LAMBERT, Chair  
 Fourth District  
 KIM YAMAGUCHI  
 Fifth District

**Meeting Date:** June 13, 2000

**Item Subject:** Children's Trust Fund

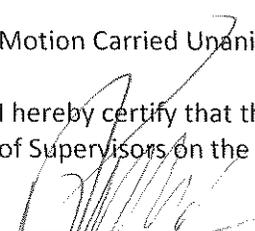
**Item Description:** Board approval is requested by the Welfare Department to appoint the Children's Services Coordinating Council as the commission designated to oversee the Children's Trust Fund. The Social Services Clearinghouse was originally designated by the Board as the commission to oversee the trust fund, but the group no longer exists

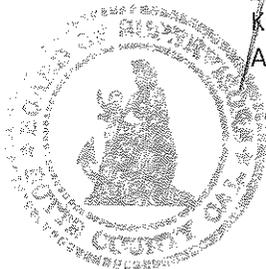
**Board Action Taken:** APPOINTED THE CHILDREN'S SERVICES COORDINATING COUNCIL AS THE COMMISSION TO OVERSEE THE CHILDREN'S TRUST FUND.

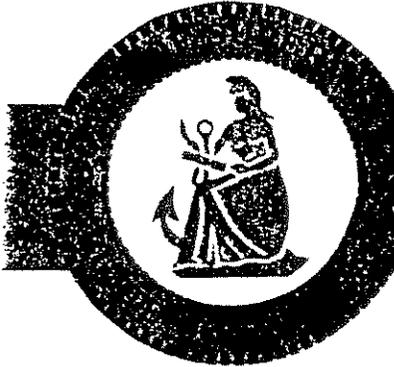
**Vote:** Ayes: Supervisors Beeler, Houx, Josiassen, Davis, and Chair Dolan.  
Noes: None  
Absent: None  
Not Voting: None

Motion Carried Unanimously

**Certification:** I hereby certify that the above action was taken by the Butte County Board of Supervisors on the date listed above.

  
 \_\_\_\_\_  
 Kathleen Moghannam, Assistant Clerk of the Board  
 April 1, 2011





Resolution No. 99-32

**RESOLUTION TO DESIGNATE  
BUTTE COUNTY DEPARTMENT OF SOCIAL WELFARE  
AS THE LOCAL PUBLIC AGENCY LEAD APPLICANT AND ADMINISTRATOR FOR THE  
CHILD ABUSE PREVENTION, INTERVENTION AND TREATMENT (CAPIT) AND  
THE COMMUNITY BASED FAMILY RESOURCE AND SUPPORT (CBFRS) GRANTS**

WHEREAS, California Welfare and Institutions Code, section 18960 (a) (1) states. It is the intent of the Legislature that child abuse and neglect prevention and intervention programs be encouraged by the funding of agencies addressing needs of children at high risk of abuse or neglect and their families; and

WHEREAS, the Butte County Board of Supervisors has elected to apply to the California Department of Social Services, Office of Child Abuse Prevention for a grant for the Child Abuse Prevention, Intervention and Treatment (CAPIT) and for the Community Based Family Resources and Support (CBFRS) programs; and

WHEREAS, the Office of Child Abuse Prevention requires the Butte County Board of Supervisors to designate a local public agency responsible for administering the CAPIT and CBFRS; and

WHEREAS, the local public agency designee will act as the primary or lead grantee responsible for entering into contractual relationships with the partnership organizations and with the State; and

NOW, THEREFORE, IT IS HEREBY RESOLVED as follows:

That the Butte County Board of Supervisors approves submitting an application for a grant from the Office of Child Abuse Prevention and designates the Butte County Department of Social Welfare to apply for funding and administer the Child Abuse Prevention, Intervention and Treatment and the Community Based Family Resource programs.

BE IT FURTHER RESOLVED by the Butte County Board of Supervisors that the Butte County Administrative Officer, or his/her designee, is hereby authorized and empowered to apply, approve, sign and execute in the name of the County of Butte any documents necessary to receive funding through the Office of Child Abuse Prevention for the Answers Benefiting Children Program.

BE IT FURTHER RESOLVED that this resolution shall remain in full force and effect until a resolution of the Butte County Board of Supervisors is adopted amending or rescinding this resolution.

PASSED AND ADOPTED this 23rd day of February, 1999, by the following vote:

- AYES: Supervisors Beeler, Davis, Houx, Josiassen and Chair Dolan
- NOES: None
- ABSENT: None
- NOT VOTING: None

  
 \_\_\_\_\_  
 JANE DOLAN, Chair  
 Butte County Board of Supervisors

ATTEST:

JOHN S. BLACKLOCK, Chief Administrative Officer  
and Clerk of the Board of Supervisors

By Marion Reever



THE FOREGOING INSTRUMENT IS A CORRECT COPY OF  
THE ORIGINAL ON FILE AND OF RECORD IN THIS OFFICE

ATTEST DATE 02/24/99  
 Clerk of the Board of Supervisors  
 in and for the County of Butte  
 State of California

JOHN S. BLACKLOCK

COUNTY OF BUTTE  
REQUEST FOR PROPOSALS



*Supporting Our Families in Transition (SOFT) Program*

*Issue Date*

February 18, 2011

*Butte County Department of Employment and Social Services  
78 Table Mountain Blvd.  
P.O. Box 1649  
Oroville, CA 95965  
(530) 538-3737*

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## ATTACHMENTS

- Attachment 1: Notice of Intent to Submit Proposal
- Attachment 2: Application for Funding/Proposal Summary Sheet
- Attachment 3: CAPIT Program Facts
- Attachment 4: PSSF Program Facts
- Attachment 5: Butte County Self Assessment and Peer Quality Case Review Executive Summary, 2010
- Attachment 6: Nurturing Parenting Programs ®
- Attachment 7: Standard Insurance Requirements
- Attachment 8: SOFT Program RFP Score Sheet



**Butte County Department of Employment and Social Services  
Request for Proposals (RFP)**

**FOR FUNDING OF  
THE SUPPORTING OUR FAMILIES IN TRANSITION  
(SOFT) PROGRAM**

**Fiscal Year 2011-2012 through Fiscal Year 2013-2014**

**RFP Issue Date: February 18, 2011**

## **INTRODUCTION**

The Department of Employment and Social Services (DESS), Children's Services Division, is requesting proposals from organizations to provide services for families in the Child Welfare System through the Supporting Our Families in Transition (SOFT) Program in Butte County.

This program will be funded by State and Federal monies the State allocates to Butte County to:

- Develop, strengthen and carry out child abuse and neglect prevention and treatment programs (Child Abuse Prevention, Intervention and Treatment, State funds); and
- Services that will support and preserve families, protect children, prevent child abuse and neglect, and enhance the community's ability to provide assistance and support (Promoting Safe and Stable Families Federal funds).

For the purposes of this Request for Proposals (RFP) process, the allocated Child Abuse Prevention, Intervention and Treatment (CAPIT) and Promoting Safe and Stable Families (PSSF) funding will be used to fund the Supporting Our Families in Transition (SOFT) Program and will be for the triennial period of July 1, 2011 through June 30, 2014. The amount of funding available is contingent on continued funding by the State and Federal government and at the discretion of the County. The amount of Federal funding and the State's allocation to the County is unknown at this time. However, the County anticipates having at its disposal \$205,000 to fund The SOFT Program for the fiscal year 2011-2012 (\$130,000 in PSSF funding and \$75,000 in CAPIT funding).

The County intends to award only one contract for countywide services through The SOFT Program. If desired, multiple agencies may collaborate on the submission of a joint proposal with the understanding that only one entity will serve as the contracting party on behalf of a collaborative proposal. The Butte County Department of Employment and Social Services (DESS) will make this RFP packet available to prospective contractors including non-profit social service agencies and will advertise in local newspapers.

## I. OVERVIEW OF PROPOSAL PROCESS

- A. Sealed proposals will be accepted until 4:30 PM on Friday, March 18, 2011. Proposals received after this date will not be considered. Use of U.S. mail will be at the proposer's risk.
- B. All proposal questions, notices of intent to submit a proposal, and proposals must be signed by a duly authorized officer of the proposing organization, delivered along with all required documents, sealed and plainly marked as follows:

Butte County Department of Employment and Social Services  
"SOFT Program RFP 2011"  
Attn: Patti Morelli, Senior Administrative Analyst  
78 Table Mountain Blvd.  
Oroville, CA 95965  
Mailing Address: P.O. Box 1649, Oroville, CA 95965

- C. All costs of the request for proposal preparation shall be the responsibility of the proposer.
- D. The signed and unbound original and seven (7) complete copies of the proposal package must be completed and submitted as outlined above. In addition, each proposer is asked to submit a copy of the proposal on a compact disk.
- E. If prospective proposers have any questions relating to this RFP, they must be received by 4:30 PM, Friday, March 4, 2011. Questions will not be accepted by telephone or by facsimile (FAX). Questions can be submitted in writing, submitted in person or via the U.S. Postal Service, or via electronic mail (e-mail) to [pmorelli@buttecounty.net](mailto:pmorelli@buttecounty.net).
- F. A **mandatory** Proposer's Conference will be held on Wednesday March 9, 2011 from 1:30 p.m. to 2:30 p.m. in the Klamath Room, located at 202 Mira Loma, Oroville, CA. Written responses to all questions received will be supplied to all attendees after the Proposer's Conference.

The Notice of Intent to Submit Proposal (Attachment 1) must be submitted to the Department of Employment and Social Services no later than 4:30 PM on Friday, March 11, 2011. This form is required in order to submit a Proposal.

- G. The Application for Funding/Proposal Summary Sheet (Attachment 2) must be submitted, as part of the proposal, to the Department of Employment and Social Services no later than 4:30 p.m. on Friday, March 18, 2011.
- H. All materials submitted in response to the Request for Proposal become the property of the County and may be returned only at the County's option and at the proposer's expense.
- I. Proposals will be maintained as confidential until officially placed on the Butte County Board of Supervisors' meeting agenda.

## **II. PURPOSE**

The Butte County Department of Employment and Social Services (DESS) currently contracts for the SOFT Program. The existing contract will expire on June 30, 2011. Therefore, a successive plan for issuance must be fully operational on July 1, 2011.

Accordingly, the County is seeking proposals from organizations interested in contracting to provide these services. Prospective proposers shall be required to comply with the provisions of the Request for Proposals (RFP) and, if successful, shall be required to provide the services specified in the proposed contract.

The SOFT Program (Supporting Our Families in Transition) works towards strengthening families in the Child Welfare System and providing support and services as a family transitions from Family Reunification into Family Maintenance. In accordance with CAPIT and PSSF funding criteria, Butte County is requesting proposals for the SOFT Program that address both of the following, while supporting the goal of reducing the recurrence of maltreatment in the Child Welfare System:

- Support services to strengthen parental relationships, improve parenting skills and increase relationship skills within the family to prevent child abuse and neglect, while also promoting timely family reunification when children must be separated from their parents for their own safety.
- In-home visitation program for Child Welfare families entering Family Maintenance with an emphasis on in-home parenting, utilizing and/or coordinating with the Nurturing Parenting Program ® curriculum and providers, with an emphasis on Parenting in Recovery.

It is the intent of Butte County to contract said services for a three-year period. Proposers are required to submit proposals for their transaction fees for the three-year period of July 1, 2011 through June 30, 2014. In accordance with the California Department of Social Services (CDSS) Manual of Policies and Procedures (MPP) Section 23-621.16, the rate of reimbursement for an additional period let under the circumstance provided in (MPP) Section 23-621 may be adjusted annually.

Payment for services under any contract resulting from this RFP is dependent upon the availability of County, State and Federal funding.

This RFP is promulgated in accordance with California State Welfare and Institutions Code Sections 10553 and 10554, Title 45 Code of Federal Regulations, Section 92.36 (d) as amended at 60 Federal Register 19645 (April 19, 1995) and CDSS MPP Divisions 19, 21, 22, 23, and 30.

## **III. OVERVIEW**

The following information about the required services to be provided is set forth as background information to assist prospective proposers in preparing their proposals.

## **A. THE SOFT PROGRAM**

Implemented in July 2006, the Supporting our Families in Transition (SOFT) Program is a time limited program for families in the Child Welfare System in Butte County, who have been in Family Reunification and are entering Family Maintenance. The SOFT Program works toward strengthening families and providing support and services as a family transitions from Family Reunification into Family Maintenance. Working in collaboration with the family and the family's Child Welfare Social Worker, the SOFT Program completes a comprehensive assessment of a family's needs and provides support to address the adjustment of transitioning to Family Maintenance, while meeting the Child Welfare Case Plan goals that the Court has established for the family. This can include:

- A. Comprehensive assessment of family's needs.
- B. Flexible and customized service delivery to assist families in meeting their Child Welfare Case Plan goals.
- C. In-home parent mentoring and support using the Nurturing Parenting Programs® curriculum, with an emphasis on Parenting in Recovery.
- D. In-home family support to address adjustment.
- E. Regular family meetings.
- F. Housing support to ensure the continuity of family relationships and maintaining children safely in the family home.
- G. Case management services with written documentation.
- H. Information and referral services.
- I. Other needs specific services

## **B. OCAP PLAN AND C-CSFR REQUIREMENTS**

The State of California Office of Child Abuse Prevention (OCAP) administers federal grants, contracts, and state programs designed to promote best practices and innovative approaches to child abuse prevention, intervention and treatment. The Prevention Network Development Unit provides oversight of the federal PSSF grant administered by OCAP and the state funded CAPIT grants.

Butte County receives the following allocations from OCAP: Child Abuse Prevention, Intervention and Treatment (CAPIT) and Promoting Safe and Stable Families (PSSF). SOFT Program services to be provided must be provided according to the stated goals of both PSSF and CAPIT funded programs. As part of the administrative oversight of CAPIT and PSSF funding, the County is required to submit a triennial OCAP plan to receive funding.

As part of the California – Children and Families Services Review (C-CFSR), counties are required to complete the Peer Quality Case Review (PQCR), County Self Assessment (CSA) and System Improvement Plan (SIP) on a triennial cycle, to work towards improving outcomes for children and families. Effective June 2008, the OCAP

Plan has been integrated into the CSA process and the planning component has become part of the SIP process.

In 2010, the Butte County Department of Employment and Social Services (DESS) and the Butte County Probation Department conducted the PQCR and County Self-Assessment. The intent of this self-assessment is for Butte County to examine all program areas to determine the basis for their current level of performance and to help them identify and remove barriers to improving performance to be addressed in the next System Improvement Plan (SIP), currently under development, which is due to the State in April 2011. The SOFT Program has been identified in the CSA as a strategy to help address C-CSFR Safety Outcome 1 (No Recurrence of Maltreatment) and Permanency Outcome 1 (Reentry Following Reunification). The SIP will include the OCAP County Plan. Contracts developed as a result of this RFP will expire on June 30, 2014 to correspond with the next C-CFSR/ OCAP triennial cycle.

### **C. FUNDING INFORMATION AND REQUIREMENTS**

The SOFT Program will be funded with two separate funding sources (state CAPIT funds and federal PSSF funds). Each funding source has specific requirements that must be addressed in the proposal.

#### Child Abuse Prevention, Intervention and Treatment (CAPIT)

The intent of Child Abuse, Intervention and Treatment (CAPIT) funded programs is to encourage child abuse neglect prevention and intervention programs by addressing the needs of children at high risk of abuse or neglect, and their families. Programs funded by CAPIT funding need to clearly address the unmet needs of children, especially those 14 years of age and under, and their families.

- ⇒ Proposals must demonstrate the existence of a ten (10) percent cash or in-kind match (\$7,500), which will support the goals of child abuse neglect prevention and intervention. Funding can be used to supplement, but not supplant, child welfare services.
- ⇒ Please refer to Attachment 3: CAPIT Program Facts, for additional information.

#### Promoting Safe and Stable Families (PSSF)

The primary goal of the PSSF funded programs is to prevent the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption, or by another permanent living arrangement. PSSF funded services shall strive to meet the following key outcomes:

1. Children are, first and foremost, protected from abuse and neglect.
2. Children are safely maintained in their own homes whenever possible.
3. Children have permanency and stability in their living situations.
4. The continuity of family relationships and connections is preserved for children.
5. Families have enhanced capacity to provide for their children's needs.

6. Children receive appropriate services to meet their educational needs.
7. Children receive adequate services to meet their physical and mental health needs.

PSSF funded programs are required to be specific to the following three areas:

- Family Preservation
- Family Support Services
- Time Limited Family Reunification

⇒ A minimum of 20 percent of the PSSF funding identified for the SOFT Program must be spent for each of the three categories of service.

⇒ Please refer to Attachment 4: PSSF Program Facts, for additional information.

## D. POPULATION TO BE SERVED

Since 2006, the Supporting our Families in Transition (SOFT) Program, has provided in-home case management services for approximately 60 families annually. The SOFT Program works collaboratively with parents, their children, Child Welfare Social Workers and service providers, toward strengthening families and providing support and case management with the ultimate goal of the family successfully reunifying and not returning to the Child Welfare System. Families enter the SOFT Program during Family Reunification, to help parents prepare for their children to return home from out of home care. Case management is then provided for the entire family during Family Maintenance. Typically a family will participate in the SOFT Program for six months. The SOFT Program has been capped at the number of families who can participate due to funding. It is a goal in this funding cycle to increase and enhance capacity for more families to participate.

## E. PROPOSED SERVICES TO BE PROVIDED

All proposals need to address the following:

1. **Numbers of families to be served:** Describe how many families will participate in the SOFT Program; length of time in the program; referral process and eligibility criteria to ensure as many families as possible can access the program as possible.
2. **Service locations:** Describe how Case Management services will be provided on a county-wide basis.
3. **Reporting and monitoring:** Describe how reporting and monitoring will be accomplished to ensure that the number of clients being seen, their level of service, program activities and progress are reported to the County.
4. **Staffing:** Describe staffing levels to ensure adequate complete, thorough and efficient services are provided. Describe how many staff have been trained in, or plans to train SOFT Program staff in the Nurturing Parenting Programs®.

5. ***In-Home Case Management/Parent Mentoring:*** Describe how staff will incorporate the Nurturing Parenting Programs® philosophy/curriculum in the in-home visitation/parent mentoring aspect of the SOFT Program, with an emphasis on Parenting in Recovery.
6. ***C-CSFR Outcomes:*** Describe proposed services/strategies to be provided by the SOFT Program that will help address/improve C-CSFR Safety Outcome 1 (No Recurrence of Maltreatment) and Permanency Outcome 1 (Reentry Following Reunification) rates in Butte County.
7. ***Blended Funding/Matched Support:*** Please describe the required ten (10) percent cash/in-kind support for CAPIT funding in the budget and budget narrative. Additionally, please address any additional blended funding and/or matched support that may be leveraged to enhance/increase the SOFT Program. Additional bonus points will be awarded in the scoring of this RFP for this as only the CAPIT funding requires cash/in-kind support.

## F. PROPOSED GOALS AND OUTCOMES/EVALUATION

The identified proposed services have all been selected to maximize their prevention capabilities for those families participating in the SOFT Program. These types of services have been shown to allow children to remain in their homes as opposed to being placed in out of home placements, or allow them to be safely returned to their parent's care. Proposals will be evaluated for their focus on prevention, intervention and treatment strategies.

1. ***Objectives:*** Describe how proposed services will use measurable data to achieve objectives. It is expected that each outcome must have well defined performance measurements, including the following:
  - Increase family's strengths
  - Increase the understanding of the child's health, mental health and developmental needs
  - Promote positive parenting skills with a focus on recovery from alcohol and/or drug use/abuse
  - Increase skills in the activities of daily living including decreasing barriers to employment
  - Increase positive environmental factors
  - Increase self-sufficiency, including use of community resources
  - Reduce interventions by Child Welfare
2. ***Staff Training:*** Describe proposed staff development and training opportunities to support the SOFT Program goals and objectives.
3. ***Baseline Data:*** Describe proposed baseline data to be collected in support of the SOFT Program goals and objectives.
4. ***Evaluation Processes:*** Describe proposed methods to be used for evaluation, such as client satisfaction surveys, and on-site reviews. Engagement, short-term, intermediate, and long-term outcomes will be required as part of the evaluation and monitoring process.

Proposals for the SOFT Program must address how the following outcomes will be accomplished.

- **Engagement outcomes:** Engagement outcomes such as successful participation, recruitment and high participant satisfaction rates are important. Examples of engagement outcomes include developing trust in the staff, feeling welcome at the program and attending the program voluntarily.
  - **Short-term outcomes** reflect changes in knowledge, attitudes, skills and aspirations of participants within a relatively short period of time. Examples of short-term outcomes might include: increased knowledge of positive discipline techniques, increased motivation to succeed in school or increased job readiness skills.
  - **Intermediate outcomes** are primarily changes in applied skills and behavior. Examples of intermediate skills might include increased use of positive discipline skills, improvement in school grades and completion of a job-training course.
  - **Long-term outcomes** are broad statements reflecting long-term changes, primarily in status and conditions (sometimes called goals or impacts). Examples of long-term impacts might include: establishment of safe and supportive family environments, a decrease in the incidence of child abuse and neglect, improvement in school achievement, or an increase in family income.
- ⇒ Proposals submitted for the SOFT Program must include examples of consumer satisfaction surveys, pre and post tests, self assessment tools and any other evaluation tools that will be utilized if selected.

## G. ATTACHMENTS

For reference and additional information, the following required and informational documents are attached to this RFP:

- Attachment 1: Notice of Intent to Submit Proposal
- Attachment 2: Application for Funding/Proposal Summary Sheet
- Attachment 3: CAPIT Program Facts
- Attachment 4: PSSF Program Facts
- Attachment 5: Butte County Self Assessment and Peer Quality Case Review Executive Summary, 2010
- Attachment 6: Nurturing Parenting Programs ®
- Attachment 7: Standard Insurance Requirements
- Attachment 8: SOFT Program RFP Score Sheet

## IV. PROPOSAL PROCESS

All proposal questions, notices of intent to submit a proposal, and proposals must be signed by a duly authorized officer of the proposing organization, delivered along with all required documents, sealed and plainly marked as follows:

Butte County Department of Employment and Social Services  
"SOFT Program RFP 2011"  
Attn: Patti Morelli, Senior Administrative Analyst  
78 Table Mountain Blvd.  
Oroville, CA 95965

Mailing Address: P.O. Box 1649, Oroville, CA 95965

***Proposal questions, notices of intent to submit a proposal and proposals received after the 4:30 PM deadlines shall not be considered. Reliance on the postal service will not excuse late bids.***

**A. PERIOD OF OFFER**

Response to this RFP constitutes an irrevocable offer to the County of Butte to perform according to the proposed specifications and the proposed contract for a period of not less than 120 days from proposal opening.

**B. PROPOSAL QUESTIONS**

Questions regarding the RFP should be submitted in writing no later than 4:30 PM on Friday March 4, 2011. Questions will not be accepted by telephone or by facsimile (FAX). Questions can be submitted in writing, submitted in person or via the U.S. Postal Service, or via electronic mail (e-mail) to [pmorelli@buttecounty.net](mailto:pmorelli@buttecounty.net). The County reserves the right to decline a response to any question if, in the County's assessment, the information cannot be obtained and shared with all potential contractors in a timely manner.

A summary of the questions submitted, including responses deemed relevant and appropriate by the County, will be made available to prospective proposers at the Proposers' Conference to be held:

- Wednesday March 9, 2011, from 1:30 – 2:30 p.m.
- Butte County Department of Employment and Social Services, Administration – Klamath Room
- 202 Mira Loma, Oroville, CA

The Proposers' Conference is mandatory. A written summary of all questions and answers will also be mailed to prospective proposers.

**C. NOTICE OF INTENT TO SUBMIT PROPOSAL**

A Notice of Intent to Submit Proposal (Attachment 1) must be submitted to the Department of Employment and Social Services no later than 4:30 PM on Friday, March 11, 2011. This document is required in order to submit a proposal.

**D. SUBMISSION OF PROPOSALS**

1. Sealed proposals (one signed and unbound original proposal and seven (7) complete copies) must be received at the Butte County Department of Employment and Social Services no later than 4:30 PM, Friday, March 18, 2011.
2. All proposals are final after the filing deadline. No adjustments shall be permitted after that time. Any proposal received after the exact time specified for receipt will not be considered, unless it is received before selection is made and it is determined by the County that the late receipt was due solely to mishandling by the County after receipt at the designated address. The only acceptable evidence to establish whether a proposal is late or meets the exception listed above shall be the time of receipt at the County as determined by the time-date stamp of the County on the proposal wrapper or other evidence of receipt maintained by the County.
3. Proposers must be aware that the submission of a proposal in response to this RFP shall create a contractual liability to perform according to the proposal if the proposal is accepted by the County for the award of the contract.

## **E. PROPOSAL REVIEW AND EVALUATION CRITERIA**

1. A proposal review committee, including representatives from the Butte County Department of Employment and Social Services, will evaluate proposals to determine a prospective contractor's responsibility and responsiveness. Oral interviews may also be scheduled with some prospective contractors as a part of the review process, before a final decision is made. A minimum score of 70% is required to be considered for funding, with contract awards being made to the agency or agencies that meet the scoring criteria and based on the responsiveness to this RFP. One contract will be awarded. A copy of the scoring sheet is attached (Attachment 8).
2. In accordance with the CDSS MPP 23-613.1 and .2, counties are not required to choose the lowest responsible, responsive proposer to an RFP. However, cost shall be weighed as a major factor in making the evaluation. Additionally, the following criteria will be used in selecting a contractor from RFPs:
  - (a.) The originality and effectiveness of the proposer's approach to solving the problem presented in the RFP, including the use of the Nurturing Parenting Programs ® Curriculum as part of an in-home visitation proposal.
  - (b.) The proposer's background and experience in working with CDSS funded programs, local government and projects similar to the one funded.
  - (c.) Any cash or in-kind contribution proposed to be included as part of the project.
3. In accordance with CDSS MPP 23-601.24, a "Responsible Bidder/Proposer" is one who:
  - (a.) Possesses adequate financial resources, or the ability to obtain such resources as required during the performance of the contract; and

- (b.) Has the ability to comply with the proposed delivery or performance schedule, taking into consideration available expertise and any business commitments; and
  - (c.) Has no record of unsatisfactory performance, lack of integrity, or poor business ethics; and
  - (d.) Is otherwise qualified and eligible to receive an award under applicable statutes and regulations.
4. In accordance with CDSS MPP 23-601.25, a "Responsive Bidder/Proposer" means one whose bid or proposal substantially complies with all requirements of the RFP.
  5. If in the course of the proposal evaluation, it is discovered that any officer, consultant, or employee of the proposing organization has been convicted of fraud, or had a judgment or conviction involving fraud, the County, depending on their analysis of the relationship and circumstances, may declare the prospective contractor non-responsible.
  6. If in the course of the proposal evaluation, it is discovered that the proposing firm has failed to complete a similar contract, the County, depending on their analysis, may declare the prospective contractor non-responsible.
  7. In accordance with CDSS MPP Section 23-601.25, any proposal may be declared irregular and not considered for award of the contract if it is conditional, incomplete or not responsive to the RFP, or contains any alteration of form or irregularity that would prevent it from being compared to other proposals.
  8. In accordance with CDSS MPP Sections 23-611.13 and 23-615.12, the County reserves the right to waive any proposal irregularity; however, this will not relieve the prospective contractor from full compliance with the proposal requirements if awarded the contract.
  9. In accordance with CDSS MPP Sections 23-614 and 23-615, the County reserves the right to reject any and all proposals, and to cancel the procurement process. The justification supporting the reason for any type of rejection shall be submitted to the prospective contractor(s) in writing.
  10. After the committee has reviewed all proposals and has formulated a recommendation for award of contract, all prospective contractors shall be notified in writing of the recommendation.

## **F. PROTESTS**

1. Following notification to participants in the proposal process of the recommendation for award of contract, protests may be submitted to the County regarding the RFP process and selection of the Contractor. Protests must be received within seven (7) calendar days immediately following the date of notification of the recommendation to award a contract. The County shall consider any protest or objection regarding the

award of the contract provided it is submitted in the time period stated above.

2. Protests shall be in writing and shall be addressed to:

Butte County Department of Employment and Social Services  
 "SOFT Program RFP 2011"  
 Attn: Arlene Hostetter, Assistant Director  
 PO Box 1649  
 Oroville, CA 95965

3. Protests shall state the reason for the protest, citing the law, rule, regulation, or practice on which the protest is based. The County shall respond in writing to the protestor within seven (7) calendar days of the end of the protest period. The response shall include the final decision on the protest and the basis for the decision.

**G. CONTRACT AWARD**

1. The award of the contract will be made by Butte County Department of Employment and Social Services on the basis of the most responsive, responsible and qualified proposer. One contract will be awarded.
2. All participating prospective contractors will be notified in writing of the proposal award.

**H. TIMETABLE**

The following timetable lists the due dates for this RFP. Times may be altered due to the process. Prospective proposers will be notified of any changes.

Issuance of Request for Proposals	Friday	2/18/11	
Deadline for receipt of written questions	Friday	3/04/11	by 4:30 p.m.
Proposer's Conference	Wednesday	3/09/11	1:30 – 2:30 p.m., 202 Mira Loma, Oroville, Klamath Room
Written response to questions	Friday	3/11/11	
Deadline for Letters of Intent to submit proposal	Friday	3/11/11	by 4:30 p.m.
Deadline for Proposal submission	Friday	3/18/11	by 4:30 p.m.
Scheduled RFP Panel Review	Tuesday	3/22/11	
Scheduled Oral Interviews	Wednesday	3/23/11	Time TBD, 202 Mira Loma, Oroville, Tahoe Room
Completion of review of Proposals by County	Friday	3/25/11	
Notification to applicants of recommended selection	Friday	3/25/11	
Protest period	Week of	3/28/11	
County response to protests	Week of	4/04/11	
Board of Supervisors' Meeting; contract approval	Tuesday	5/03/11	
Contract commencement date	Friday	7/01/11	

## **V. SUBMISSION REQUIREMENTS**

### **1. DIRECTIONS**

The sealed proposal package shall be labeled "SOFT Program RFP, 2011" and shall be submitted according to the directions provided herein. Prospective contractors are cautioned to provide thorough and comprehensive information. The proposal package will be used to determine the proposer's responsiveness, responsibility and capability of satisfying all requirements of this RFP. Costs for developing the proposal are to be borne by the proposer.

Once submitted, the proposal shall become the property of the County and may be returned only at the option of the County and at the proposer's expense.

### **2. COPIES**

Each proposer shall submit one signed and unbound original proposal and seven (7) complete copies. In addition, each proposer is asked to submit a copy of the proposal on a compact disk.

### **3. FORMAT**

Responses to the Request for Proposals must be made according to the requirements set forth in this section, both for content and for sequence. Failure to adhere to these requirements, or inclusion of conditions, limitations or misrepresentations in a response may be cause for rejection of the submittal.

#### **Each proposal package must:**

- Not be bound;
- Use 8-1/2" x 11" sheets (foldouts are acceptable for charts etc.);
- Type size must be large enough to be easily legible, but shall not be smaller than 10 point;
- Table of Contents showing page numbers; and
- Pages must be consecutively numbered, labeled and assembled.

### **4. AUTHORITY**

Proposals must be signed by a duly authorized officer of the proposing organization, delivered along with all required documents, sealed and plainly marked.

## **VI. REQUIRED CONTENT/STRUCTURE OF THE PROPOSAL PACKAGE**

This section specifies the information that will be used to determine whether the prospective contractor is responsive and responsible. Submission of all information is required. The prospective contractor is advised to respond thoroughly and completely.

⇒ **Please follow the following format and CLEARLY label each section:**

## 1. APPLICATION FOR FUNDING/PROPOSAL SUMMARY SHEET

**Provide as A1** the Application for Funding Sheet/Proposal Summary Sheet using the format provided in Attachment 2.

If the provision of services under the proposed contract will involve a joint venture agreement between the proposer and another entity, the Application for Funding/Proposal Summary Sheet shall be signed by all parties to the joint venture.

## 2. NARRATIVE DESCRIPTION OF SERVICES TO BE PROVIDED

**Provide as B1** the proposal narrative (**limited to six single space pages**) should include a description of each of the services to be provided and a description of the goals of the program and services to be provided.

**Provide as B2** a draft Scope of Work that is intended to be incorporated as Exhibit "A" in the resultant contract.

## 3. LEGAL ENTITY

**Provide as C1** a copy of a Certificate of Status from the Secretary of State or other appropriate official of the state in which proposer's organization is incorporated if the prospective contractor is a corporation.

**Provide as C2** a copy of the agreement if the prospective contractor is a partnership or joint venture. Specify the role, responsibility and level of authority of each party.

## 4. FINANCIAL STATEMENTS

**Provide as D1** an audited financial statement for a fiscal period not more than eighteen (18) months old at the time of submission. This statement shall be prepared by an independent Certified Public Accountant. If the prospective contractor is part of a parent organization, the audit report shall contain sufficient financial information regarding the SOFT Program operation so that a judgment may be made about that operation. If the audit contains any exceptions, or recommendations, include additional information on how the exceptions were resolved and how the recommendations were implemented. If the audit exceptions are not yet resolved, provide a status report detailing plans for completion of recommendations. If the audit is of a parent firm, the parent firm shall be a party to the contract.

**Provide as D2** a complete copy of the prospective contractor's most recent financial statement not more than three (3) months old at the time of submission. This statement should clearly identify the financial condition of the proposer's immediate business entity as well as that of the corporate structure if such exists. This statement shall be prepared in conformity with generally accepted accounting principles.

**Provide as D3** a statement that the prospective contractor agrees to the right of the County or its agent, state, and federal governments to audit the prospective contractor's financial and other records.

## 5. STATEMENT OF EXPERIENCE

**Provide as E1** the following information:

- (a.) Business name and legal business status (i.e., partnership, corporation, etc.).
- (b.) Number of years in business under current name, as well as under related prior business names.
- (c.) Number of years experience providing SOFT Program services or similar types of services.
- (d.) Copy of business license if applicable.

**Provide as E2** the following information on each current contract and each contract completed by prospective contractor during the last five years:

- (a.) What service is/was contracted.
- (b.) Other party to the contract.
- (c.) Address of the other party.
- (d.) Contact person for the other party.
- (e.) Telephone number of the other party.
- (f.) Dollar amount of the contract.
- (g.) Term of the contract.

**Provide as E3** information on any failure or refusal to complete a contract. Also include all information on any early termination of a contract.

**Provide as E4** information on any controlling interest in other firms or organization, or ownership or control by any other person or organization.

**Provide as E5** all information on any financial interest in any other business. Government agencies are exempt from this requirement.

**Provide as E6** the names of persons with whom the prospective contractor has been associated in business as partners or business associates in each of the last five years. Government agencies are exempt from this requirement.

**Provide as E7** information on any litigation, including any pending litigation, involving

prospective contractor or principal officers of prospective contractor's organization, in connection with any contracts. Provide details on each instance of litigation.

**Provide as E8** information on the experience providing the SOFT Program, or the equivalent or similar experience of principal individuals of the proposer's present organization. Include:

- (a.) Names of principal individuals of present organization.
- (b.) Current position in present organization.
- (c.) Years of service experience, including type of work, responsibilities, and magnitude of operation.

**Provide as E9** the location(s) at which prospective contractor's SOFT Program services will be provided.

**Provide as E10** four **current** letters of reference from businesses that have knowledge of the prospective contractor's experience and qualifications in the areas of financial and management responsibility and that can speak to the prospective proposer's ability to provide SOFT Program services. Exclude as a reference any firm in which the prospective contractor is or has been a partner or in which the prospective contractor has had any financial interest. Provision of reference letters constitutes the prospective contractor's consent for references to be contacted for further information.

**Provide as E11** a list of commitments and potential commitments that may impact assets, lines of credit or guarantor's letters or otherwise affect the prospective contractor's ability to perform the contract.

## 6. ORGANIZATION STRUCTURE

**Provide as F1** a chart of the existing structure of prospective contractor's organization. Include and identify any separate but interrelated business entities with the parent organization. Show address of any operations or entities located apart from the address of the parent organization.

**Provide as F2** organizational chart(s) showing administrative accountability from top management through clerical level. Include all personnel who will be employed at the proposed program locations.

**Provide as F3** a time schedule for implementation of all proposed changes in organizational structure and operations that would result from award of this contract.

## 7. WORKING CAPITAL

**Provide as G1** evidence that the prospective contractor is capable of providing sufficient working capital and cash flow to meet the demands of this contract. Understanding that the contractor will be paid by the County on a reimbursement basis, available capital, specific to contract, must equal prospective contractor's anticipated expenses for a four-

month period following the start of the contract. The prospective contractor must submit one or a combination of the following:

- (a.) A financial statement reflecting existing cash flow.
- (b.) A written and certified line of credit committed solely to this contract by a reputable and recognized financial lending or other institution.
- (c.) Prospective contractors who intend to provide for working capital through loans from financial institutions must supply a written statement from such institutions that it will provide a specified maximum line of credit that is available solely for this contract.

## 8. BUDGET

**Provide as H1** a projection of the annual cost for the SOFT Program. The required contract budget shall be used to itemize all direct and indirect costs on which the prospective contractor's transaction fee is based. Other costs may be added to the budget sheet but must be identified in order to determine whether such costs are applicable.

The cost of the audited financial statement required by the RFP is at proposer's expense and is not an allowable expense in the contract budget.

The budget shall be made part of the awarded contract.

**Provide as H2** a budget narrative which shall show clearly how each projected line item cost was calculated. The budget narrative shall follow the sequence of line items included on the budget. If any budget item included is shared with any other entity, the budget narrative shall show how the cost was allocated to SOFT Program operations. The budget narrative shall show calculations for depreciating equipment, following the principles in 45 CFR (County Fiscal Regulations) 95.705.

The budget narrative may be made a part of the awarded contract.

## 9. JOB DESCRIPTIONS AND QUALIFICATIONS

**Provide as I1** job descriptions and qualifications required for administrators and other staff involved.

## 10. INSURANCE AND BONDS

**Provide as J1** certifications of insurance or statement(s) from qualified insurer(s) that the prospective contractor, if awarded the contract, can be insured for the types and amount of coverage specified in this RFP or copies of insurance policies, binders or certificates evidencing the Butte County Standard Insurance Requirements.

A copy of the County's Standard Insurance Requirements is attached (Attachment 7).

**Provide as J2** evidence that the prospective contractor, if awarded the contract, can secure a performance bond and personnel bond as specified in the contract.

## **11. OTHER INFORMATION**

**Provide as K1** a statement that the prospective contractor agrees to provide the County with any other information necessary for the County to accurately determine the prospective contractor's qualifications to perform the provisions of the contract.

**Provide as L1** a certification that all statements in the proposal are true, and an acknowledgement that if the proposal contains any false statements, the County may declare any contract made as a result of the proposal to be void.

## **VII. CONTENT OF CONTRACT**

The contract will contain provisions relating to insurance and indemnification, reporting and record keeping. The proposer will agree to indemnify the County and maintain insurance with certain specified coverage limits and must name the County and its officers and employees as additional insureds on its policies. The reporting requirements will include a description of individual client characteristics, demographic information, services description and outcome information and copies of proposed reporting forms. The contract will require the proposer to submit a detailed budget and budget narrative in which line items are identified as contract period costs and, where applicable, hourly or limit of service costs. The budget will indicate direct and indirect costs and profit. The proposer will be compensated for actual costs incurred, not to exceed the contract maximums.

Unless all information requested is provided by the proposer, the proposal may be discarded and given no consideration. Any proposer attempting to influence the proposal process by interfering with other proposers or with any County employee may be disqualified.

## **VIII. GENERAL INFORMATION**

### **GOVERNING LAWS AND REGULATIONS**

Prospective contractors will be required to conform to all applicable provisions of law and regulations. These shall include but are not limited to all applicable federal and state laws, including the Social Security Act, the Civil Rights Act, the Clean Air Act, applicable federal regulations, State Energy Efficiency Plan, California Welfare and Institution Code, Section 508 of the Clean Water Act (33 USC 1368), Executive Order 11738, Environmental Protection Agency Regulations (40 CFR Part 15) and the California Department of Social Service Manual of Policies and Procedures.

///



Line No.	Title of Program / Practice	SIP Strategy No., if applicable	Name of Service Provider, if available	CAPTI	CBCAP				PSSF				OTHER SOURCES	NAME OF OTHER	TOTAL	
					F1	F2	F3	F4	G1	G2	G3	G4				G5
3	The Child Abuse Prevention Council of Butte County was established in 1975 to meet the community's need for sharing of information to prevent child abuse, provide education and to strengthen families. The Council also provides a venue for exchange of information about available resources.	N/A	Butte County Child Abuse Prevention Council	\$0	\$16,377	\$16,377	\$16,377	\$0	\$0	\$40,139	\$32,474	\$30,885	\$5,348	\$86,205	County Children's Trust Fund (CCTF)	\$102,582
4	SOFT (Supporting Our Families Transition) Program	2.0	Counseling Solutions - Effective July 1, 2011	\$59,375			\$0	\$108,846	\$40,139	\$32,474	\$30,885	\$5,348				\$168,221
<b>Totals</b>				\$75,000	\$16,377	\$0	\$16,377	\$188,663	\$48,472	\$40,807	\$40,036	\$33,248	\$86,205	\$0	\$0	\$346,245

Three-year CAPIT/CBCAP/PSSF Services and Expenditure Summary  
Proposed Expenditures  
Worksheet 1

(1) COUNTY: Butte (2) PERIOD OF PLAN: 4/16/11 thru 4/15/14 (3) YEAR: 2, 3  
(4) FUNDING ESTIMATES: --- CAPIT: \$150,000 (2 years) CBCAP: \$32,754 (2 years) PSSF: \$327,326 (2 years) OTHER: \_\_\_\_\_

Line No.	Title of Program / Practice	SIP Strategy No. if applicable	Name of Service Provider, if available	CAPIT	CBCAP				Dollar amount of PSSF allocation that will be spent on all PSSF activities — sum of columns G2, G3, G4, G5	PSSF				OTHER SOURCES	NAME OF OTHER	TOTAL
					Dollar amount that will be spent on CAPIT on Direct Services	Dollar amount that will be spent on CBCAP on Direct Services	Dollar amount that will be spent on CBCAP on Infra Structure	Dollar amount that will be spent on CBCAP on Public Awareness, Brief Information or Referral Activities		Dollar amount of CBCAP allocation to be spent on all CBCAP activities — sum of columns F1, F2, F3	From Column H	Dollar amount of Column G1 that will be spent on Adoption Promotion & Support	Dollar amount of Column G1 that will be spent on Time-Limited Reunification			
A	B	C	D	E	F1	F2	F3	F4	G1	G2	G3	G4	G5	H1	H2	I
1	SOFI (Supporting Our Families Transition) Program: The SOFI Program is a time limited program (normally six months) that targets families in Family Reunification as they prepare to enter Family Maintenance, as well as providing support during Family Maintenance. The use of both CAPIT and PSSF funds allows for greater flexibility in providing these services to families while meeting the goals of these funding sources. While working collaboratively with Children's Services staff, the SOFI Program case managers provides extra support and parent mentoring, with an emphasis on parenting in recovery, with the goal of successful reunification.	2.0	Counseling Solutions	\$150,000				\$0	\$259,326	\$100,668	\$81,326	\$77,312				\$409,326
2	Adoptions Promotion and Support Program	N/A	Youth for Change					\$0	\$68,000							\$68,000

Three-year CAPTI/CBCAP/PSSF Services and Expenditure Summary  
Proposed Expenditures  
Worksheet 1

Line No.	Title of Program / Practice	SIP Strategy No., if applicable	Name of Service Provider, if available	CAPTI	CBCAP				PSSF				OTHER SOURCES	NAME OF OTHER	TOTAL	
					Dollar amount that will be spent on CAPTI Direct Services	Dollar amount that will be spent on CBCAP Direct Services	Dollar amount that will be spent on CBCAP on CBCAP Direct Services	Dollar amount that will be spent on Public Awareness, Brief Information or Referral Activities	Dollar amount of CBCAP allocation to be spent on all CBCAP activities — sum of columns F1, F2, F3	Dollar amount of PSSF allocation that will be spent on PSSF activities — sum of columns G2, G3, G4, G5	Dollar amount of Column G1 that will be spent on Family Preservation	Dollar amount of Column G1 that will be spent on Family Support				Dollar amount of Column G1 that will be spent on Time-Limited Reunification
A	B	C	D	E	F1	F2	F3	F4	G1	G2	G3	G4	G5	H	I	J
3	The Child Abuse Prevention Council of Butte County was established in 1975 to meet the community's need for sharing of information to prevent child abuse, provide education and to strengthen families. The Council also provides a venue for exchange of information about available resources.	N/A	Butte County Child Abuse Prevention Council	\$1,500,000	\$0	\$32,754	\$0	\$32,754	\$0	\$32,754	\$100,688	\$77,312	\$68,000	\$172,410	\$0	\$682,490
Totals																



(1) COUNTY: Butte

(2) YEAR: 1,2,3

Line No.	Title of Program/Practice	Unmet Need	Public Awareness, Brief Information or Information Referral	CBCAP Direct Service Activity	Other Direct Service Activity (Provide Title)	Logic Model Exists	Logic Model Will be Developed	EBP / EIP (Identify Level)	County has documentation on file to support Level selected	Goal
A	The Child Abuse Prevention Council of Butte County was established in 1975 to meet the community's need for sharing of information to prevent child abuse' provide education and strengthen families. The Council also provides a venue for exchange of information about available resources.	On page 146 of the CSA, safety is identified as the community ability to be aware of and identify signs of abuse or neglect. CAPC is the link to educate/communicate re this need.	X	E1 Voluntary Home Visiting E2 Parenting Program (Classes) E3 Parent Mutual Support E4 Respite Care E5 Family Resource Center E6 Family Support Program E7 Other Direct Service	F	G1	G2	H1 Program Lacking support H2 Emerging & Evidence Informed Programs & Practices H3 Promising Programs & Practices H4 Supported H5 Well Supported	1	J Communities Are Caring And Responsive

(2) YEAR: 1, 2, 3

(1) COUNTY: Butte

Line No.	Title of Program/Practice	Unmet Need	PSSF Family Preservation	PSSF Family Support Services (Community Based)	Time Limited Family Reunification Services	Adoption Promotion and Support Services	Other Direct Service Activity (Provide Title)	Goals
A	<p><b>B</b></p> <p><b>SOFT (Supporting Our Families Transition) Program:</b></p> <ul style="list-style-type: none"> <li>☐ Time limited family reunification services to parents and children in order to facilitate and prepare for the reunification of the child, safely, appropriately and in a timely fashion;</li> <li>☐ Family preservation services that provides follow up care to families to whom a child has been returned after a foster care placement;</li> <li>☐ Family support services to increase the safety and well-being of families by increasing parental capacity and enhance child development.</li> </ul> <p><b>The Adoptions Promotion and Support Program provides a wide variety of services and activities to families who have adopted children and to families who are planning to adopt or are in the process of adoption.</b></p>	<p><b>C</b></p> <p>CSA Page 150: Expansion of the SOFT Program could go a long way towards improving time to reunification as well as reducing re-entry rates.</p> <p>On-going program that provides support to adoptive families.</p>	<p>D1</p> <p>Preplacement Preventive Services</p> <p>D2</p> <p>Services Designed for Child's Return to their Home</p> <p>D3</p> <p>After Care</p> <p>D4</p> <p>Respite Care</p> <p>D5</p> <p>Parenting Education &amp; Support</p> <p>D6</p> <p>Case Management Services</p> <p>D7</p> <p>Other Direct Service</p>	<p>E1</p> <p>Home Visitation</p> <p>E2</p> <p>Drop-in Center</p> <p>E3</p> <p>Parent Education</p> <p>E4</p> <p>Respite Care</p> <p>E5</p> <p>Early Development Screening</p> <p>E6</p> <p>Transportation</p> <p>E7</p> <p>Information &amp; Referral</p> <p>E8</p> <p>Other Direct Service</p> <p>F1</p> <p>Counseling</p> <p>F2</p> <p>Substance Abuse Treatment Services</p> <p>F3</p> <p>Mental Health Services</p> <p>F4</p> <p>Domestic Violence</p> <p>F5</p> <p>Temporary Child Care/ Crisis Nurseries</p> <p>F6</p> <p>Transportation to / from Services / Activities</p> <p>F7</p> <p>Other Direct Service</p>	<p>G1</p> <p>Pre-Adoptive Services</p> <p>G2</p> <p>Post-Adoptive Services</p> <p>G3</p> <p>Activities to Expedite Adoption Process</p> <p>G4</p> <p>Activities to Support Adoption Process</p> <p>G5</p> <p>Other Direct Service</p>	<p>H</p>	<p>I</p> <p>Identified Families Access Services and Supports</p>	<p>Families Are Strong and Connected</p>

## **ATTACHMENT 8 b) OCAP Program Descriptions**

### **The SOFT Program Funded with CAPIT and PSSF Funding**

The SOFT (Supporting Our Families Transition) Program is a time limited program (normally six months) that targets families in Family Reunification as they prepare to enter Family Maintenance, as well as providing support during Family Maintenance. The use of both CAPIT and PSSF funds allows for greater flexibility in providing these services to families while meeting the goals of these funding sources. While working collaboratively with Children's Services staff, the SOFT Program case managers provides extra support and parent mentoring through the SOFT Program by providing:

- Time limited family reunification services to parents and children in order to facilitate and prepare for the reunification of the child, safely, appropriately and in a timely fashion;
- Family preservation services that provides follow up care to families to whom a child has been returned after a foster care placement and that also improves parenting skills;
- Family support services to increase the safety and well-being of families by increasing parental capacity and enhance child development; and
- In-home visitation services to mentor parents (including interacting appropriately with the child and day to day life skills), utilizing Nurturing Parenting Programs® philosophy and curriculum, to ensure support systems are in place for the family (secondary post placement prevention).

### **The Adoptions Promotion and Support Program Funded with PSSF Funds**

The Adoptions Promotion and Support Program provides a wide variety of services and activities to families who have adopted children and to families who are planning to adopt or are in the process of adoption. The seven priority areas identified for this program are:

- Adoption promotion materials and supplies
- Parent support groups and activities
- Adoptive parent liaison to provide case management services
- Respite care program
- Counseling and therapy services
- Assessment and evaluation services
- Therapeutic behavioral services program

**Child Abuse Prevention Council  
Funded by CBCAP and CCTF Funds**

The Child Abuse Prevention Council of Butte County was established in 1975 to meet the community's need for sharing of information to prevent child abuse and to strengthen families. The Council also provides a venue for exchange of information about available resources.

Responsibilities of the Council include:

- Promote awareness of child abuse and neglect by organizing and/or participating in public awareness programs, events and activities;
- Organize and coordinate educational programs and prevention activities sponsored by the Council;
- Provide oversight of Prevention Program grants and fund distribution;
- Participate in local board and community meetings as necessary for projects;
- Advocate for children/families by encouraging member participation in the legislative process and provide legislative updates available to Council members and the public.

Attachment 9 – Butte County Board Of Supervisors Notice of Intent

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

NOTICE OF INTENT
CAPIT/CBCAP/PSSF PLAN CONTRACTS
FOR BUTTE COUNTY

PERIOD OF PLAN (MM/DD/YY): 04/16/11 THROUGH (MM/DD/YY) 04/15/14

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

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

The County Board of Supervisors designates The Department of Employment & 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 The Department of Employment & Social Services as the public agency to administer PSSF.

Please enter an X in the appropriate box.

- [X] 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:

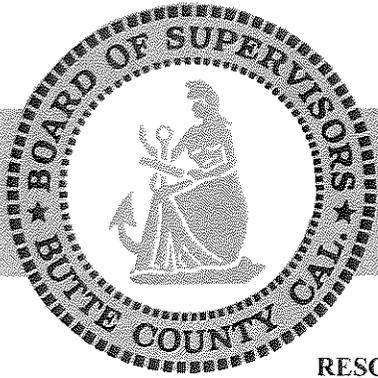
California Department of Social Services
Office of Child Abuse Prevention
744 P Street, MS 8-11-82
Sacramento, California 95814

Steve Lambert
County Board of Supervisors Authorized Signature

4-16-11
Date

Steve Lambert
Print Name

Chair
Title



**BOARD OF SUPERVISORS**  
COUNTY OF BUTTE, STATE OF CALIFORNIA

*Resolution No. 11-027*

**RESOLUTION TO APPROVE INTEGRATED CHILDREN'S SERVICES  
SYSTEM IMPROVEMENT PLAN (SIP) AND  
CHILD ABUSE PREVENTION, INTERVENTION AND TREATMENT (CAPIT),  
COMMUNITY-BASED CHILD ABUSE PREVENTION (CBCAP), AND  
PROMOTING SAFE AND STABLE FAMILIES (PSSF) PLAN**

**WHEREAS**, the Butte County Department of Employment and Social Services and the Butte County Probation Department are required to complete a Children's Services System Improvement Plan every three years as part of the triennial California Children and Family Services Review (C-CFSR) ; and

**WHEREAS**, California Welfare and Institutions Code section 16602(b) requires that the local Welfare Department shall administer the Promoting Safe and Stable Families (PSSF) program; and

**WHEREAS**, on February 23, 1999 the Butte County Board of Supervisors designated the Butte County Department of Employment and Social Services as the public agency to apply for funding from the Office of Child Abuse Prevention, and administer the Child Abuse Prevention, Intervention and Treatment (CAPIT) and Community-Based Child Abuse Prevention (CBCAP) programs ; and

**WHEREAS**, to minimize duplicative processes, maximize resources and increase partnerships, the California Department of Social Services has integrated the Child Abuse Prevention, Intervention and Treatment,, Community-Based Child Abuse Prevention, and Promoting Safe and Stable Families (CAPIT/CBCAP/PSSF) Three-Year Plan into the California Children and Families Services Review triennial cycle in each county ; and

**WHEREAS**, the Butte County Department of Employment and Social Services has completed an integrated three-year System Improvement Plan (SIP)/ Child Abuse Prevention, Intervention and Treatment,, Community-Based Child Abuse Prevention, and Promoting Safe and Stable Families (CAPIT/CBCAP/PSSF) plan for the period April 16, 2011 through April 15, 2014, which will allow for the competitive bid cycle for CAPIT/CBCAP/PSSF funded programs to integrate with this California Children and Families Services Review (C-CSFR) triennial cycle;

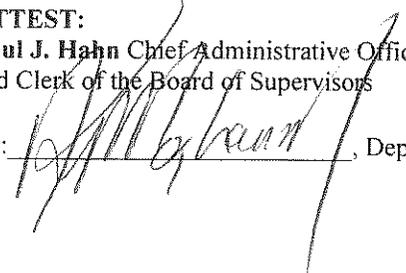
**BE IT RESOLVED** that: The Board of Supervisors approves submitting the integrated System Improvement Plan (SIP)/ Child Abuse Prevention, Intervention and Treatment, Community-Based Child Abuse Prevention, and Promoting Safe and Stable Families (CAPIT/CBCAP/PSSF) Plan to the California Department of Social Services.

**PASSED AND ADOPTED** by the Butte County Board of Supervisors this 12th day of April 2011 by the following vote:

- AYES:** Supervisors Connelly, Wahl, Kirk, Yamaguchi, and Chair Lambert
- NOES:** None
- ABSENT:** None
- NOT VOTING:** None

  
Steve Lambert, Chair  
Board of Supervisors

**ATTEST:**  
Paul J. Hahn Chief Administrative Officer  
and Clerk of the Board of Supervisors

By:  Deputy

**SIP - ROSTER A**  
**BUTTE COUNTY SIP PLANNING COMMITTEE**

<b>AGENCY OR COUNTY DEPARTMENT</b>	<b>NAME</b>	<b>TITLE</b>
<b>Dept. of Employment and Social Services (Children's Services) – Lead Agency</b>	Cathi Grams	Director
	Arlene Hostetter	Assistant Director, Services
	Karen Ely	Program Manager
	David Bradley	Program Manager
	Shelby Boston	Sr. Admin. Analyst
	Krista Gallwitz	Sr. Social Worker and MSW Intern
	Tami McArthur	Sr. Administrative Analyst
	Patti Morelli	Sr. Admin. Analyst; (CAPIT/CBCAP/PSSF Liaison)
	Richard Brazil	Social Work Supervisor
<b>Butte County Probation Department, Co-Lead Agency</b>	John Wardell	Chief Probation Officer
	Ken Morgan	Deputy Chief Probation Officer
	Cynthia Knowlton	Supervising Probation Officer
	Melissa Romero	Probation Officer III, Chair Children's Services Coordinating Council (CCTF Council)
<b>Butte County Department of Behavioral Health</b>	Wendy Tice	Program Manager (Alcohol and Drug Services)
	Tony Hobson	Program Manager
<b>Butte County Public Health Department</b>	Alice Kienzle	Interim Director of Nursing
<b>Child Abuse Prevention Council</b>	Margie Ruegger	Executive Director
<b>Member of the Native American Community</b>	Joyce Gonzalez	

<b>Parent/Consumer</b>	Lorenzo Tobias	
<b>Former Foster Youth</b>	Katlyn Perugini	
	Yolanda Knight	
<b>Court-Appointed Special Advocates (CASA)</b>	Pam Hubbard	CASA Coordinator, Northern Valley Catholic Social Service
<b>Domestic Violence Prevention Provider</b>	Anastacia Snyder	Executive Director, Catalyst Domestic Violence Services
<b>Education</b>	Lee Wood	Child Welfare and Attendance Administrator, Butte County Office of Education
<b>Service Providers</b>	Eric James	Assistant Director, Northern CA Youth and Family Programs
	Courtney Calkins	Program Manager, Counseling Solutions
<b>First 5 Butte County Children and Families Commission</b>	Jill Blake	Director
<b>California Department of Social Services</b>	Sue Hance	Consultant Children and Family Services
	Julie Pickens	Consultant, Office of Child Abuse Prevention

### SIP ROSTER B- Butte County Child Abuse Prevention Council Member List

Last Name	Frist	Agency	Address	City/State/Zip
Anderson	Laura	Butte County Childrens Services	2445 Carmichael Dr.,	Chico, CA 95928
Balch	Gloria	Valley Oaks Children's Services	287 Rio Lindo Ave.	Chico, CA 95926
Benitez	Amy	Youth for Change	6249 Skyway	Paradise, CA 95967
Borzage	Susan	Execuitve Ass. BOS	196 Memorial Way	Chico CA 95926
Brown	Mimi	Remi Vista	2550 Foral Ave. Suite 30	Chico, CA 95973
Brughano	Jacqui	Youth for Change	6249 Skyway	Paradise, CA 95967
Damschroder	Leslie	Sierra F.F.	520 Cohasset Rd.	Chico, CA 95973
Dickman	Ann	Butte Co. Public Health Dept.	695 Oleander Ave.	Chico, CA 95928
Fern	Nancy	Parent/Volunteer	132 W. 7th Ave.	Chico, CA 95926
Fickert	Marie	Chico Fire Dept.	842 Salem St.	Chico, CA 95928
Fields	Claire	Psychologist Private Practice	15 Jan Court, Suite 110	Chico, CA 95928
Friedberg	Erna	NVCSS	10 Independence Circle	Chico, CA 95973
Giel	Anne	LMFT private	341 Broadway #323	Chico, CA 95928
Gray	Mimi	Butte Co. Public Health Dept.	695 Oleander Ave.	Chico, CA 95928
Griffin	Liz	First Five Butte County	82 Table Mtn. Blvd. #40	Oroville, CA 95965
Guerra	Tracy	Enloe	1390 E. Lassen	Chico, CA 95973
Hensher	Lindsey	Catalyst	P.O. Box 4184	Chico, CA 95927
Hyams	Insu	Parent/Volunteer	1620 Arbutus Ave.	Chico, CA 95926
Jones	Paulette	Parent/Volunteer	P.O. Box 3068	Paradise, CA 95967
Kirk	Maureen	Board of Supervisors	196 Memorial Way	Chico CA 95926
Kroff	Mark	Feather River Tribal Health	2145 5th Ave.	Oroville, CA 95965
Lavin	Greg	Rowell Family Empowerment		Chico, CA
Mitchell	Peggy	LPC	1870 Bird St.	Oroville, CA 95965
McArthur	Tammy	Options for Recovery CSD	78 Table Mtn. Blvd.	Oroville, CA 95965
Morelli	Patti	Children Services Division	78 Table Mtn. Blvd.	Oroville, CA 95965
Nichols	Katie	NVCSS	10 Independence Circle	Chico, CA 95973
Pierotti	Mimi	Chcildren Services Division	2445 Carmichael Dr.,	Chico, CA
Rizzuto	Ed	Attorney	3120 Cohasset Rd. Ste 6	Chico, CA 95973
Romero	Melissa	B.C. Victim Witness	42 County Center Dr.	Oroville, CA 95965
Sanchez	Diana	NVCSS	10 Independence Circle	Chico, CA 95973
Scherquist	Talia	Parent/Volunteer		Chico, CA 95926
Snyder	Anastacia	Catalyst	P.O. Box 4184	Chico, CA 95927
Whitacre	Heather	Esplanade House	181 E Shasta Dr	Chico CA 95973
Whitlock	Katie	B.C. Victim Witness	42 County Center Dr.	Oroville, CA 95965
Wilson	Christine	Planned Parenthood	3100 Cohasset Rd.	Chico CA 95973
Winton	Becky	Remi Vista	2550 Foral Ave. Suite 30	Chico CA 95973

**SIP ROSTER C - CCTF Council (Children's Service Coordinating Council)**

<b>Last Name</b>	<b>FName</b>	<b>Organization Name</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>
Alexander	Sandy	Feather River Tribal Health	2145 5th Avenue	Oroville	CA	95965
Blake	Jill	First 5	82 Table Mtn. Blvd.	Oroville	CA	95965
Borzage	Susan	BC Board of Supervisors	196 Memorial Way	Chico	CA	95926
Cooley	Dennis	BC Sheriff	33 County Center Dr	Oroville	CA	95965
Grams	Cathi	First Five Commission	202 Mira Loma	Oroville	CA	95965
Hobson	Tony	BC Behavioral Health	865 Mitchell Ave.	Oroville	CA	95965
Hostetter	Arlene	DESS	78 Table Mtn. Blvd.	Oroville	CA	95965
James	Eric	Youth & Family	2577 California Park Dr.	Chico	CA	95928
Kienzle	Alice	Public Health	202 Mira Loma	Oroville	CA	95965
Kirk	Maureen	BC Board of Supervisors	PO Box 1087	Chico	CA	95927
Knedler	Steve	BC Probation	2279 Del Oro Ave. Ste. C	Oroville	CA	95965
LaTegola	Grace	Paradise Unified School District		Paradise	CA	
Liningner	Trishanne	Family solutions/Counseling Sol.	130 Yellowstone Dr.#100	Chico	CA	95973
Michels	Bob	NVCSS	10 Independence Circle	Chico	CA	95973
Mitchell	Peggy	LCCPC	580 Manzanita Ave., Suite 12	Chico	CA	95926
Morelli	Patti	BC Dept. of Employ. & SS	PO BOX 1649	Oroville	CA	95965
Romero	Melissa	Probation	2279-C Del Oro Avenue	Oroville	CA	95965
Ruegger	Margie	CAPC	PO Box 569	Chico	CA	95927
Siler	George	Youth for Change	POBox 1476	Paradise	CA	95967
Snyder	Anastacia	Catalyst	POBox 4184	Chico	CA	95927
Tice	Wendy	BC Behavioral Health				
Wilson	Jeremy	BC Behavioral Health	500 Cohasset Rd. Ste 26	Chico	CA	95928
Winton	Becky	Remi Vista				
Wood	Lee	BCOE - CWA	205 Mira Loma, Suite 16	Oroville	CA	95965
Yasuhara	Cary	BC Behavioral Health				