

California
Outcomes and
Accountability
System

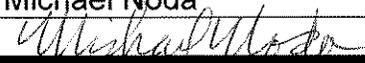


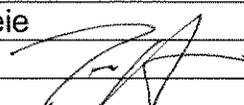
Siskiyou County System Improvement Plan

May 2011-2014

Submitted to the California Department of
Social Services, Children and
Family Services Division

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California's Child and Family Services Review	
A. County System Improvement Plan Cover Sheet	
County:	Siskiyou
Responsible County Child Welfare Agency:	Siskiyou County Human Services Department, Adult & Children's Services
Period of Plan:	May 2011- May 2014
Period of Outcome Data:	January 2011 Data extract: Q2 2010
Date Submitted:	
County Contact Person for System Improvement Plan	
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Submitted by each agency for the children under its care	
Submitted by:	Siskiyou County Human Services Agency Director (Lead Agency)
Name:	Michael Noda
Signature:	

Submitted by:	County Chief Probation Officer
Name:	Todd Heie
Signature:	

County & Community Partners	Name(s)	Signature
Board of Supervisors Designated Public Agency to Administer CAPIT/CBCAP/PSSF Funds	Siskiyou County Human Services Agency	
County Child Abuse Prevention Council	Jill Phillips, Executive Director	
Parent Representative	Geeia Dexter	
As Applicable	Name(s)	
California Youth Connection	Melissa Lopez	
County Adoption Agency (or CDSS Adoptions District Office)	Roxanna Grassini, District Office Manager Chico District Office	
Local Tribes	Karuk Tribe Quartz Valley Rancheria	
Local Education Agency	Kermith Walters, Superintendent County Office of Education	

Board of Supervisors (BOS) Approval	
BOS Approval Date:	
Name:	Jim Cook, Chair
Signature:	

ATTEST:
COLLEEN SETZER
 County Clerk & Ex-Officio
 Clerk of the Board

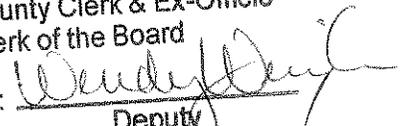
By: 
 Deputy

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**BEFORE THE BOARD OF SUPERVISORS
OF THE
COUNTY OF SISKIYOU, STATE OF CALIFORNIA**

RESOLUTION

**IN THE MATTER APPROVING THE SISKIYOU COUNTY SYSTEM
IMPROVEMENT PLAN FOR THE THREE-YEAR PERIOD OF MAY 2011
THROUGH MAY 2014,**

WHEREAS, California's State Legislature has enacted the Child Abuse Prevention Coordinating Council Act (Welfare & Institutions Code §§18982 et. seq.); and

WHEREAS, the California State Legislature found and declared that child abuse is one of the most tragic social and criminal justice issues of our times; and

WHEREAS, a local planning team was formed and collaborated to prepare the System Improvement Plan, a three-year plan for 2011 through 2014 that identifies strategies to improve outcomes to children and families, and recommendations for future child abuse prevention, intervention and treatment services in the County of Siskiyou; and

WHEREAS, the County of Siskiyou is required by the California Department of Social Services to provide documentation that the Siskiyou County Board of Supervisors has approved Siskiyou County's System Improvement Plan.

NOW, THEREFORE, BE IT RESOLVED, that the Siskiyou County Board of Supervisors approves the Siskiyou County System Improvement Plan.

THE FOREGOING was PASSED and ADOPTED by the following vote of the Board of Supervisors of the County of Siskiyou this 11th day of October, 2011, to-wit:

AYES: Supervisors Cook, Bennett, Armstrong, Kohseff and Valenzuela

NOES: NONE

ABSENT: NONE

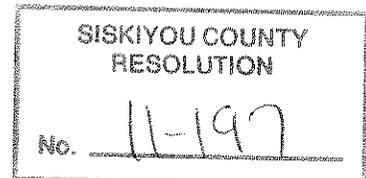
ABSTAIN: NONE



JIM COOK, CHAIRMAN

ATTEST:
COLLEEN SETZER, CLERK
BOARD OF SUPERVISORS

By Wendy Dingle
Deputy



**BEFORE THE BOARD OF SUPERVISORS
COUNTY OF SISKIYOU, STATE OF CALIFORNIA**

February 5, 2002

PRESENT: Supervisors LaVada Erickson, Bill Hoy, Anne Marsh, Bill Overman and Joan T. Smith. Chair Erickson presiding.

ABSENT: None

ADMINISTRATOR: Howard Moody

DEPUTY COUNTY CLERK: Laura Bynum

COUNTY COUNSEL: Frank J. DeMarco

PURPOSE OF MEETING: Regular

COUNTY COUNSEL - Adopt Resolution creating the Siskiyou County Community Services Council (CSC), establishing the membership of the CSC, clarifying the functions of the CSC, and removing certain functions from the Family Interagency Services Council (FISC).

County Counsel Frank DeMarco reviewed the proposed resolution establishing the membership of the Community Services Council, and answered questions from the board.

MOTION:

Marsh/Smith

AYES: Erickson, Hoy, Marsh, Overman and Smith

Adopt Resolution 02-38, creating and establishing the membership of the CSC, clarifying the functions of the CSC, and removing certain functions from FISC.

Chair Erickson requested clarification from Mr. DeMarco regarding whether or not the appointment of the parent/consumer representative could be made by the board. Mr. DeMarco advised that the appointment could be made.

MOTION: Hoy/Smith

AYES: Erickson, Hoy, Marsh, Overman and Smith

Appoint Raymond Virgen, as the Parent/Consumer representative to the Community Services Council.

STATE OF CALIFORNIA)
) ss
COUNTY OF SISKIYOU)

I, COLLEEN BAKER, County Clerk and Ex-Officio Clerk of the Board of Supervisors, do hereby certify the foregoing to be a full, true and correct copy of the minute order of said Board Supervisors passed on February 5, 2002.

Witness my hand and seal this

_____ day of _____, 20__

COLLEEN BAKER, County Clerk and ex-Officio Clerk of the Board of Supervisors of Siskiyou County, California

By: _____
Deputy Clerk

These minutes are subject to change when read by the Board of Supervisors

c: File

cc: County Counsel
Karen Cross

RESOLUTION OF THE SISKIYOU COUNTY BOARD OF SUPERVISORS CREATING THE SISKIYOU COUNTY COMMUNITY SERVICES COUNCIL, ESTABLISHING THE MEMBERSHIP OF THE COMMUNITY SERVICES COUNCIL, CLARIFYING THE FUNCTIONS OF THE COMMUNITY SERVICES COUNCIL AND REMOVING CERTAIN FUNCTIONS FROM THE FISC

WHEREAS, Section 18983.4 of the California Welfare and Institutions Code states that county boards of supervisors shall make every effort to facilitate the formation and funding of Child Abuse Prevention Coordinating Councils in their respective counties,

NOW, THEREFORE, THE BOARD OF SUPERVISORS OF THE COUNTY OF SISKIYOU HEREBY RESOLVES:

1. There shall henceforth be a Siskiyou County Community Services Council (CSC).

2. a. The membership of the CSC shall consist, in part, of persons who are serving in the following positions:

- (1) The Director of Behavioral Health
- (2) The Director of Human Services
- (3) The Director of Great Northern
- (4) The Chief Probation Officer
- (5) The Director of Public Health
- (6) The Superintendent of Schools
- (7) The District Attorney
- (8) The Sheriff
- (9) The Chair of the Family Interagency Services Council (FISC)
- (10) The Family Support Administrator
- (11) The Siskiyou Training & Employment Program (STEP) Executive Director
- (12) The President of the College of the Siskiyous
- (13) A member of the Board of Supervisors selected by the Board
- (14) A Superior Court Judge selected by the Presiding Judge
- (15) A Karuk Tribal Council Representative selected by the Tribe

b. The membership of the CSC shall also consist of the following persons, said membership to extend for a period of two years unless sooner terminated by the Board:

- (1) The Superintendent of a Siskiyou County school district
- (2) A member of a private, non-profit organization
- (3) A parent who is a past or present consumer of child-oriented services
- (4) A private health care provider
- (5) The owner or other representative of a business active in the local area

<p>SISKIYOU COUNTY RESOLUTION</p> <p>No. <u>02-38</u></p>

3. The CSC shall function as the Siskiyou County Child Abuse Prevention Coordinating Council as authorized by Chapter 12.5 of the California Welfare and Institutions Code, and the Siskiyou County Family Interagency Services Council (FISC) shall cease to function in that capacity.

4. The FISC shall henceforth cease to function as a Presley-Brown Interagency Coordinating Council.

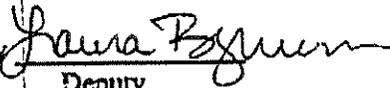
5. All fiscal functions on behalf of the County heretofore performed by the FISC are transferred to the CSC. Hereafter, the FISC shall not enter into any contracts or agreements on behalf of the County, and all contractual rights and obligations heretofore reposed in the FISC are, to the extent permitted by law, immediately transferred to the CSC.

PASSED AND ADOPTED THIS 5th day of February 2002, the following vote of the Siskiyou County Board of Supervisors.

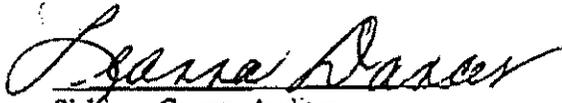
AYES: Supervisors Erickson, Hoy, Marsh, Overman and Smith
NOES: None
ABSENT: None
ABSTAIN: None

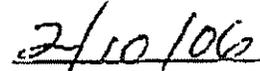

Chair, Board of Supervisors

ATTEST:
COLLEEN BAKER, CLERK
Board of Supervisors

By 
Deputy

Siskiyou County has an established Children's Trust Fund. The trust fund is dedicated to the Siskiyou Community Services Council (CSC), Siskiyou's designated Child Abuse Prevention Council, as per attached Siskiyou County Resolution No. 02-38, dated February 5, 2002. This Resolution also transferred all fiscal responsibilities from the previous Child Abuse Prevention Council, the Family Interagency Services Council (FISC), to the CSC. These fiscal responsibilities include oversight of Siskiyou County's Children's Trust Fund.


Siskiyou County Auditor


Date

Introduction

County System Improvement Plan

Siskiyou County Department of Human Services conducted interviews and focus groups as part of the self assessment process. The Department asked for and received an honest and constructive assessment from the community regarding the challenges that exist for Siskiyou County residents who need to access our safety net of services. Feedback obtained from these discussions was used as the foundation for the County Self Assessment (CSA), which formed the basis of this System Improvement Plan.

A CSA Shareholders Committee, which included the CAPIT/CBCAP/PSSF Liaisons, was convened to provide guidance, support and oversight to the CSA workgroup, which was tasked with drafting the CSA. Feedback and recommendations for the 2010 Peer Quality Case Review were incorporated based on ongoing analysis and Child Welfare Services performance against the California Child and Family Services Review measures. Additional stakeholder feedback was also solicited through the use of focus groups and interviews in the formulation of the System Improvement Plan.

SIP Shareholders Committee-Core Requirement

Name	Job Title	Agency/Department
Michael Noda	Director	Siskiyou Co Human Services Agency
Todd Heie	Chief Probation Officer	Siskiyou Co Probation Department
Connie Lathrop	Program Manager	Siskiyou Co Human Services Agency Adult & Children's Services CAPIT/CBCAP/PSSF Liaison
Terry Barber Terri Funk Dr. Steve Perlman	PHN Director	Siskiyou County Public Health
Jill Phillips	Executive Director	Child Abuse Prevention Council
Amy Conroy	Chair	CSC Child Abuse Awareness Committee
Mimi Klepach	Parent/Consumer	

Core County Self Assessment Workgroup-Core Requirement

Name	Job Title	Agency/Department
Nicole LaCoursiere	Assistant Chief Probation Officer	Siskiyou County Probation Department
Nicole Walker	Supervising Probation Officer	
Angela Baxter	Substance Abuse Specialist	Siskiyou Co Human Services Agency Behavioral Health Services

Jill Phillips	Executive Director	Siskiyou Community Services Council, Siskiyou County's Child Abuse Prevention Council
Sharon Shepard	Director for Children's System of Care	Siskiyou Co Human Services Agency Behavioral Health Services
Maytha Reather Susan Cervelli	Supervisor Supervisor	Siskiyou Co Human Services Agency Adult and Children's Services

Additional Stakeholders/Contributors-Recommended to Consult

Name	Job Title	Agency/Department
Cliff Lantz	Executive Director	CASA Siskiyou County
Mike Logan	Executive Director	Children First Foster Family Agency
Mike Edwards	Social Worker	Karuk Tribe
Lavon Kent	ICWA/Social Services	Quartz Valley Indian Reservation
Dr. Robert Hughes	Regional Director	Remi Vista, Inc
Dennis Tanabe	Deputy County Counsel	Siskiyou County Counsel
Paula Baca	Deputy County Counsel	Siskiyou County Counsel
Roxanna Grassini	Supervisor	California Adoption Services
Holly Speake	Case Manager	California Adoption Services
Larry Gobelman	CEO	Siskiyou County Courts
Renee Crane	Assistant CEO & HR	Siskiyou County Courts
William Davis	Judge	Siskiyou County Superior Court
Judd Pindell	General Manager	HealTherapy
Karen Pautz	Executive Director	First Five Siskiyou Children and Families Commission
Colette Bradley	Foster Care Liaison	Siskiyou County Office of Education
Linda Miles	Executive Director	Siskiyou Domestic Violence and Crisis Center

A. System Improvement Plan (SIP) Narrative

Introduction

During the Child Welfare Redesign of 2000-2003, the Stakeholders Group identified as a primary value the principle that preventing child abuse and supporting families is a cost-effective strategy for protecting children, nurturing families, and maximizing the quality of life for California's residents. Implementation of Assembly Bill 636 in 2004 introduced the Child Welfare Services Outcome and Accountability System to the State. This new system, also known as the California Child and Family Services Review (C-CFSR), closely follows the federal emphasis on measuring outcomes in the areas of safety, permanency, and child and family well-being. The principal components of the C-CFSR include:

- Quarterly data reports published by the California Department of Social Services (CDSS)
- Peer Quality Case Reviews (PQCRs)
- County Self-Assessments (CSAs)
- System Improvement Plans (SIPs) and annual updates
- State technical assistance and monitoring

Siskiyou County has participated in the C-CFSR process and believes this process has helped the County systematically improve its quality of services and its ability to protect children while preserving families. The County's C-CFSR cycles include the following:

- Quarterly data reports provided by the State are monitored by the CWS Program Manager and, in combination with Safe Measures® reports, provide a system for tracking county performance over time and analyzing policies, procedures, and data entry issues.
- The inaugural PQCR was conducted in 2007 and a subsequent PQCR was completed in 2010.
- CSAs were conducted by the County in 2004, 2008 and 2010. The 2010 CSA was integrated into the CAPIT/CBCAP/PSSF Three-Year Plan.
- SIPs were completed by the County in 2004 and 2008 and the current SIP is due May, 2011.
- County personnel rely heavily on CDSS consultants for technical assistance and appreciate the support and expertise provided by the State.

Process

The Siskiyou County SIP planning team consists of the CWS Program Manager and selected CWS staff, the Assistant Chief Probation Officer and Supervising Probation Officer, the CAPIT/CAPC Liaison, and a consultant. These are the same individuals that comprised the 2010 PQCR team (with the exception of the CAPIT/CAPC liaison) and the 2010 CSA team. This continuity of experience and

expertise ensures that each process builds on the previous one and that recurring themes are appropriately identified and prioritized.

Membership of the greater SIP Team is also basically the same as that of the CSA Team. In a small county, a handful of people are responsible for many programs and activities. However, whenever possible, appropriate stakeholders were consulted for their input and expertise.

The 2010 PQCR included interviews with social workers, deputy probation officers, and the probation supervisor; and focus groups with CWS supervisors, ILP/CYC youth, FFA social workers, and probation biological parents. The 2010 CSA included a convening of key child welfare stakeholders from public, private and community-based agencies. Additionally, these and other stakeholders were consulted individually and in groups when their knowledge and expertise were deemed important to particular areas of the assessment. The insight gained from these various conversations has been acknowledged and documented and will guide future dialogues during the SIP process. Planned meetings at Community/Family Resource Centers (C/FRCs) will provide valuable information and perspective on the efficacy of child welfare programs and services.

The planning team is using all available data sources and human resources to develop its SIP. These include the following:

- Quarterly data reports provided by CDSS¹
- Safe Measures® reports²
- Data reports compiled by individual public and private agencies
- Interviews, focus groups, meetings
- Phone, email, in-person consultations with stakeholders/partners/consumers

Throughout the PQCR/CSA/SIP processes, decisions are made through a collaborative effort among team members and in conjunction with stakeholders or partners that may be impacted by the decision. As members of the planning team write sections of the PQCR/CSA/SIP reports, they forward the drafts to the Director of the Human Services Agency, the Probation Chief, and the county's CDSS consultant. Nothing is contained in any of the reports that has not been reviewed and approved by all pertinent parties.

Areas Needing Improvement

¹ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putman-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Service Reports for California*. Retrieved 10/05/2010 from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare.

² <https://www.safemeasures.org/ca/safemeasures.aspx>

Both CWS and Probation selected Exits to Permanency as their 2010 PQCR focus area. The 2010 CSA confirmed key PQCR findings and these findings form the foundation of the current SIP. They include the following:

- The establishment of a Family Finding protocol will positively impact all Permanency measures by locating potential relative placements and by helping youth make permanent connections.
- Implementation of Family Team Meetings (FTM) will improve all Safety, Permanency, and Well-Being outcomes by helping parents and children actively participate in case planning and take ownership of their future.
- Concurrent planning strategies need ongoing evaluation and reinforcement.
- The creation of a Human Services Agency will establish a true system of care for mental health, AOD issues, and child welfare.
- Funding must be maximized through collaborative efforts for the wellbeing of children and families.

A review of CWS outcomes on the Q1 2010 data report reveals areas needing improvement. Below are the measures on which Siskiyou County fell significantly short of federal standards:

C1.2 Median time to reunification (exit cohort) <i>04/01/09 – 03/31/10</i>	Siskiyou 7.9	Nat'l Standard 5.4
C2.3 Adoption within 12 months (17 mos. in care) <i>04/01/09 – 03/31/10</i>	Siskiyou 2.1	Nat'l Standard 22.7
C2.5 Adoption within 12 months (legally free) <i>04/01/08 – 03/31/09</i>	Siskiyou 9.1	Nat'l Standard 53.7
C3.1 Exits to permanency (24 months in care) <i>04/01/09 – 03/31/10</i>	Siskiyou 4.8	Nat'l Standard 29.1
C3.2 Exits to permanency (legally free at exit) <i>04/01/09 – 03/31/10</i>	Siskiyou 62.5	Nat'l Standard 98.0
C3.3 In care 3 yrs or longer (emancipated/age 18) <i>04/01/09 – 03/31/10</i>	Siskiyou 77.8	Nat'l Standard 37.5
C4.3 Placement stability (at least 24 months) <i>04/01/09-03/31/10</i>	Siskiyou 22.7	Nat'l Standard 41.8

The State has identified safety and permanency as priority outcomes to be addressed in the SIP. Siskiyou County decided not to address safety outcomes in its current SIP because, in every instance in Q1 2010, the county outcome matched or surpassed the national standard. However, child safety will continue

to be a priority for CWS and Probation and the systems put in place to achieve good outcomes will continue to be monitored closely.

Composite Planner³ was used to identify the appropriate improvement targets within the permanency composites. The most recent performance outcomes (Q2 2010) were compared to National Standards and the California PIP Goals.

Measure	Direction	Weight	Numerator	Denominator	County Outcome	National Standard	Percent Achieved	Calif. PIP Goal	Percent Achieved	Perf. Unit
Reunification										
C1	+				140.1	122.6	124.1	110.2	149.7	Score
C1.1	+	22%	33	48	68.8	75.2	91.4			Percent
C1.2	-	21%		48	6.8	5.4	79.4			Months
C1.3	+	12%	22	32	68.8	48.4	142.0			Percent
C1.4	-	46%	4	57	7.0	9.9	141.1			Percent
Adoption										
C2	+				66.6	106.4	29.4	99.2	33.7	Score
C2.1	+	15%	2	6	33.3	36.6	91.1			Percent
C2.2	-	19%		6	25.6	27.3	106.6			Months
C2.3	+	22%	2	46	4.3	22.7	19.2			Percent
C2.4	+	18%	4	26	15.4	10.9	141.1			Percent
C2.5	+	26%	1	13	7.7	53.7	14.3			Percent
Long Term										
C3	+				54.6	121.7	6.4	110.0	7.7	Score
C3.1	+	33%	2	42	4.8	29.1	16.4			Percent
C3.2	+	25%	6	9	66.7	98.0	68.0			Percent
C3.3	-	42%	7	10	70.0	37.5	53.6			Percent
Plmt. Stab.										
C4	+				95.0	101.5	87.4	95.3	99.4	Score
C4.1	+	33%	87	101	86.1	86.0	100.2			Percent
C4.2	+	34%	24	37	64.9	65.4	99.2			Percent
C4.3	+	33%	11	42	26.2	41.8	62.7			Percent

The table above reveals two important overall factors (1) all of the measures with the exception of C3.3 are moving in the right direction; and (2) the county is working with small numbers of cases and just one or two children can easily skew the results.

The reunification composite will not be addressed in the SIP because, as seen above, the county performance exceeds the national standard by 17.5 percent and exceeds the California PIP goals by 29.9 percent. Among the factors currently in place to ensure early and stable reunifications are (1) a reduction in

³ http://cssr.berkeley.edu/ucb_childwelfare.

the court calendar due to a change in method of paying appointed attorneys; court reports consistently submitted in a timely manner, and an attorney panel created to represent children and families – thus allowing social workers more time to work with families; (2) the strength of CASA and its working relationship with CWS; (3) the effectiveness of the Dependency Drug Court; and (4) vigilant social work monitoring after reunification. These factors will continue to be strengthened and enforced as reunification remains a priority.

The adoption composite will not be addressed in the SIP even though C2.3 and C2.5 fall significantly short of national standards. There are 4 basic reasons for this: (1) the county performance in measures C2.2, and C2.4 matches or surpasses national standards; (2) there are significant factors to consider that are not within the county's control, such as Adoption's budget, personnel, and location; (3) regularly scheduled meetings between CWS and Adoptions and the good relationship between the two agencies have contributed to improved Adoption outcomes; and (4) data entry problems were discovered during the CSA and, when resolved, will present a more accurate picture of children moving through the Adoption process.

The placement stability composite will not be addressed in the SIP because of the county's good performance in this area, although placement stability for children in care 24 months or longer continues to be problematic. Children in long term placement generally have serious mental health and/or behavior problems and there are limited placement resources for them. As Siskiyou County focuses on permanency issues and implements the strategies described below, this outcome may see measureable improvement.

SIP Focus Areas

The long term care composite was selected as an area of focus for the current SIP for the following reasons:

- The county performance achieved only 6.4 percent of the national standard and 7.7 percent of the State PIP goal.
- Children in long term care have historically had the most severe problems and have been the most difficult to serve
- There are strategies already being considered for implementation (Family Finding, Family Team Meetings, Mental Health/AOD system of care) that will positively impact county performance.
- Better outcomes in this area should result in greater placement stability (C4.3)

The other two outcomes selected as areas of focus for the SIP are: Permanency Outcome 2, The Continuity of Family Relationships and Connections is Preserved for Children and Well-Being Outcome 3, Children Receive Services Adequate to their Physical, Emotional, and Mental Health Needs. This decision was made after a review of the 2010 CSA revealed the following issues that require attention.

- ✓ There are few foster homes available for sibling groups.

- ✓ Implementation of a Family Finding protocol has been delayed.
- ✓ Most children are placed in FFA homes.
- ✓ AOD services for youth are limited and difficult to access.
- ✓ Few dentists accept children and bill Medi-Cal/Denti-Cal.
- ✓ Psychiatric services for children and youth are limited.
- ✓ Some medical providers refuse to work with CWS.
- ✓ Tribal Clinics are overwhelmed with requests and have serious backlogs.

Literature Review

The following is a brief review of the literature on permanency issues relative to children in long term care, based on the comprehensive reviews in Exits to Permanency: A Review of Current Literature (Northern California Training Academy, 2009). The major characteristics and factors associated with permanency and permanency disruption are set forth. Findings concerning age, ethnicity, gender, siblings, special needs, placements, reasons for removal, family characteristics, and permanency characteristics are described.

Casey Family Services (2005) defines permanency as “an enduring family relationship that provides safety and well-being and offers the legal rights and social status of full family membership.” This definition provides a comprehensive account of the legal and psychological needs of youth (Casey Family Services, 2005).

Age is related to permanency disruption. Wells and Guo (1999) found that children who were older experienced a faster time to reentry than younger children. Similarly, in a review of the adoption disruption literature, Coakley and Berrick (2008) found an association between age and adoption disruption with older children experiencing higher rates of disruption.

The majority of children in foster care also have siblings in care. Hegar (2005) conducted an extensive review of siblings in out of home care and found that there is a trend in the literature for siblings placed together to have better outcomes in terms of placement stability and child emotional and behavioral outcomes. Similarly, Washington (2007) also found benefits of co-placements for siblings although the research on siblings and permanency is inconclusive.

Types of special needs include psychological and physical needs. Psychological needs include cognitive, emotional and behavioral needs while physical needs include physical disabilities, health problems and sensory impairments. Wells and Guo (1999) found that children with health problems experience a longer placement prior to reunification than children without health problems (Wells & Guo, 1999). Snowden, et al., (2008) found that children with emotional/behavioral disorders or disabilities had lower rates of reunification. Furthermore, children with emotional disturbances were significantly less likely to be adopted permanently than children with a physical disability.

Children who were placed in non-relative foster care had greater rates of reunification while children who were removed two or more times had a significantly lower chance of reunification (Connell, et al., 2006). Children placed in a relative or non-relative foster home were significantly more likely to be adopted than children in other types of placements (e.g., residential home) (Connell, et al., 2008).

Experiencing multiple placements during a first spell in foster care is positively associated with rates of reentry to foster care after reunification (Wells & Guo, 1999). However, longer foster placements during a first spell were negatively associated with rate of reentry (Wells & Guo, 1999). Type of placement was also associated with time to reentry. Children in nonfamily foster care and group home care had a significant and substantially faster time to reentry than children in kinship care (Wells & Guo, 1999). It should be noted that kinship care is typically more stable than other types of care (Coakley & Berrick, 2008).

Although guardianships are controversial as a permanent placement, Testa (2004) argues that this option may be in the best interests of many children who linger in foster care. For example, Testa (2004) purports that guardianship may be beneficial to children with strong familial and cultural ties as guardianship does not require the severing of all family ties. This allows for continued relationships with siblings, aunts, uncles and even limited rights for birth parents. Evidence in support of kin guardianship suggests that the children tend to be older and are more likely to be an ethnic minority (Testa, 2004).

Current Activities

Concurrent Planning

Concurrent Planning was identified in both the 2008 and 2010 CSAs as a top priority and was addressed in the 2008 SIP. As a result, in October, 2008, the county hosted a conference/training that was promoted by the Juvenile Court Judge and attended by all parties who work with children and families in the Dependency Court system. Prior to this conference, parent attorneys and other professionals within the system viewed concurrent planning as hostile to the parents and, in fact, parent attorneys advised their clients against speaking with the social worker while other professionals interpreted concurrent planning as an impediment to reunification. A true paradigm shift needed to take place before policies and procedures could be established.

The current atmosphere represents a complete turnaround in thinking. The need to explore alternative permanency options is embraced by all parties and made clear to parents from the beginning. Parent attorneys encourage their clients to provide information to the social worker and the court process is significantly less contentious. The procedure currently in place for concurrent planning in Siskiyou is as follows:

- During an ER investigation, the ER worker routinely asks the parent if there are relatives or other adults close to the family who could assist or support the parent as they resolve the issue that brought them to the attention of CWS. This not only provides important information to the worker but it also alerts the parent to the possibility that (depending on the situation) individuals outside the family may be called on to protect the child.
- Any time an ER worker contemplates taking a child into custody, a petition staffing takes place. This staffing includes the ER worker(s), both the ER and Court supervisors, and at least one Deputy County Counsel. The family's history with CPS and Probation is explored, the gravity of the situation is assessed, relatives and potential NREFMs are identified, and the optimum living situation for the child (short term and long term) is discussed.
- When a petition is filed, a Family Connection Information form is attached to the petition. This form is completed by the parent and asks for names, addresses, phone numbers and last contact dates for grandparents, relatives, friends, teachers, neighbors, coaches, godparents, etc. Parents are encouraged by their attorneys to complete the form.
- The social worker informs every relative and NREFM identified in the case that proceedings have been initiated to remove the child from the parent's home. If the social worker has not had personal contact with the relative/NREFM, a notice is sent by way of a Family Notification Letter. This letter offers the relative/ NREFM ways to help the child and become involved with the family, including having the child live with them. The letter is signed by the social worker and lists both the worker's and the supervisor's phone numbers.
- All efforts to identify and contact relatives/NREFMs are documented in the court report under the heading Family Finding and Engagement Efforts. The results of any contacts such as refusal to be involved or interest in providing a home are also recorded. If family meetings are planned or have been completed, that information is included in this section.
- The Court supervisor and the State Adoptions worker staff cases on a monthly basis, or more often if needed. At each staffing, they review all cases in which a child has been removed from the home and discuss the parents' progress in their reunification efforts, the availability of relatives or other responsible adults, and the potential for adoption planning. The Adoptions worker also meets with each Court Unit social worker individually. They discuss potential referrals, upcoming contested hearings, and issues that may be preventing cases from finalizing. In addition, at any time a CWS social worker needs an Adoption consultation, the worker is readily available by phone or email.

- A formal referral to Adoptions via the CDO 025 is made when it is determined that adoption may be a viable permanent plan for a child. This decision is usually made as the result of staffing and a joint agreement with the Adoptions worker. Variables such as age of the child, sibling history, and parental compliance are taken into consideration and dictate if, and at what point in the case process, the referral should be made. Some cases do not need to go beyond the monthly informal discussion with Adoptions.
- The Jurisdiction/Disposition court report and every court report thereafter contain a section under the heading of Concurrent Planning. This is a required section in which the social worker describes what steps have been taken to achieve legal permanence for the child if reunification efforts fail. The social worker must explain what actions have been taken to find a permanent home for the child, including possible adoption. The Juvenile Court Judge has made it very clear that he wants concrete detail as to these efforts.
- The Juvenile Court Judge continues to hold Blue Ribbon Commission Meetings on a quarterly basis. Participants include CWS, Probation, child and parent attorneys, CASA, Tribal representatives, care providers and others involved in the Dependency Court process. Issues regarding how to better serve children and families are discussed and this may be one reason why the atmosphere in the court room has improved in recent years. The Judge has used this forum to emphasize the need for early permanency, including concurrent planning, and has stated he will continue to do so.

Planned Activities

Below are activities in various stages of implementation that the county anticipates will impact permanency outcomes. CWS is increasing its contract days with the UCD Northern California Training Academy for community-building within the areas described below so that child welfare partners throughout the county can utilize the same family-centered strategies (e.g. FSE, FTM, SoS).

Family Search and Engagement (FSE)

The county first expressed its interest in a family-finding protocol in the 2008 CSA. In 2010, the implementation of FSE was included in the county's PQCR and CSA and was part of the Human Services Department strategic plan. However, implementation has been delayed for a number of reasons; most recently due to contract issues. The county continues to move forward with its plan and both CWS and Probation staff eagerly await training. When fully implemented, formal searches for relatives can begin as soon as a child is in imminent risk of removal from the home, permanency plans can be accelerated,

and permanent connections can be made for youth as they emancipate out of the system.

Family Team Meetings (FTM)

The 2010 PQCR and 2010 CSA identified implementation of a family decision-making process as a priority. The development of such a program was also included in the Department's Strategic Plan as a resource to "develop more collaborative relationships with at-risk families." Family Conferencing and other forms of group decision-making have been successfully utilized in previous years with families in the voluntary family maintenance program. The current plan is to use Family Team Meetings prior to the removal of a child from the home and at various decision-making points throughout the life of a case. Both CWS and Probation staff will be trained in the strategy. As written in the Strategic Plan: "This process should reduce the number of children who must be removed from their families, assist families to reunify sooner and help youth find permanent homes faster than the current practice does by developing more collaborative, less adversarial relationships with families."

Signs of Safety (SoS)

The Signs of Safety model was introduced in the 2010 CSA as a strategy to improve safety outcomes, specifically S1.1 No Recurrence of Maltreatment. The model engages parents in defining their own problems and creating their own solutions. Social workers have now been trained in the protocol and are utilizing it from entry into the system to termination of jurisdiction. CWS anticipates the process may be helpful in returning children home as early as Disposition, with some confidence that it will not result in reentry to foster care. Social workers in the Court Unit complete safety mapping when they are considering returning children home and at other decision-making points (e.g. whether supervised visitation should be decreased).

Integrated Human Services Agency

The Siskiyou County Board of Supervisors has approved the merger of the Human Services Department with Behavioral Health Services for the creation of a Human Services Agency (HSA). The Director and Deputy Director of the Human Services Department are now the Director and Assistant Director of the new HSA. The reorganization of personnel and service delivery is in its early stages and input from stakeholders and the public is being solicited by the HSA and the Board. Because there is no way to state definitively what the future impact of the reorganization might be on outcomes for children and families, the merger will not be included as a strategy in the SIP even though it is a planned activity of significant consequence.

CAPIT/CBCAP/PSSF

Prior to the recent CSA, the development of child welfare programs and decisions regarding the utilization of CAPIT/CBCAP funding were undertaken as

concurrent but separate processes. The following three essentials have always been in place: (1) the Director of Human Services and the Chief Probation Officer are members of the county's Community Services Council and, as such, participate in the overall process; (2) CWS management was kept informed of funding disbursement and was given opportunities to respond; and (3) funding was thoughtfully allocated primarily to prevention and community-wellness programs. However, the day-to-day interaction between the CWS Program Manager and the CAPIT/CBCAP Liaison was tangential at best (the responsibility for PSSF funding has at times rested with the CAPIT/CBCAP Liaison but is currently overseen by the CWS Program Manager).

During the CSA, new relationships were formed. The CWS Program Manager and the CAPIT/CBCAP Liaison worked together to analyze data, review material, prepare the report, and consider every aspect of integrating service delivery and funding on a very practical level. A new collaboration has been created and will be evidenced in the pages of this System Improvement Plan.

B. Part I – CWS/Probation

1. CWS/Probation Cover Sheet

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2. CWS/Probation Narrative

CWS Areas of Improvement

As detailed previously, CWS identified as their SIP focus areas:

- Permanency Composite 3
- Permanency Outcome 2
- Well-Being Outcome 3

Probation Areas of Improvement

The Probation Department also has a strong interest in permanency issues. Probation focused on youth transitioning out of foster care in the 2010 PQCR and the CSA. Youth in long term care within the Probation system have serious emotional and behavioral problems and there are limited resources available to them. Probation would like a more cohesive approach to mental health and AOD within the county for youth at risk of entering or re-entering the juvenile delinquency system. Probation is also working toward more parent and child involvement in case planning and making permanent connections for youth exiting the system. Probation staff is eagerly awaiting implementation of Family Team Meeting and a Family Search and Engagement protocol. The Department fully supports these programs and will ensure that appropriate staff are trained and involved.

Probation will also focus on the following outcomes in their portion of the SIP:

- Permanency Composite 3
- Permanency Outcome 2
- Well-Being Outcome 3

County Process

Siskiyou County used the Composite Planner provided in the CSSR website http://cssr.berkeley.edu/ucb_childwelfare to develop its outcome goals, strategies and milestones. The County tempered its desire to quickly meet Federal and CA PIP expectations with a realistic plan that allows for moderate but steady improvement over the next three years. CWS is confident it can accomplish its set goals given that many of them coincide with the Department’s Strategic Plan of 2010.

Current and Projected Outcomes

	Current (Q2 10)			Year 1 (Q2 11)			Year 2 (Q2 12)			Year 3 (Q2 13)		
	N*	D*	P*	N*	D*	P*	N*	D*	P*	N*	D*	P*
C3.1	2	42	4.8	4	42	9.5	5	42	11.9	6	42	14.3
C3.2	6	9	66.7	6	9	66.7	7	9	77.8	7	9	77.8
C3.3	7	10	70.0	6	10	60.0	6	10	60.0	5	10	50.0

* N = Numerator
 D = Denominator
 P = Performance

C3.1 Exits to Permanency (24 months in care)

Of all children in foster care for 24 months or longer on the first day of the selected 12-month period, what percent were discharged to a permanent home by the end of the 12 month period and prior to their 18th birthday?

Children who have been in foster care 24 months or longer are the most difficult to serve. They are children who entered the CWS or Probation system severely damaged and who have continuing mental health and/or behavioral problems. Siskiyou County does not have placement resources for these children and they are placed out of the county. This exacerbates the situation in two ways: (1) social workers and probation officers must depend on the county of placement for services appropriate to the child’s needs; and (2) the placement distance hampers visitation between children and family members and children lose touch with their community. CWS is negotiating with select FFAs to develop Intensive Treatment Foster Homes as alternatives to group homes in an attempt to place more children and youth locally.

Currently, county performance (4.8%) falls far short of the federal goal (29.1%) for this measure. Realistically, it is unlikely the county can achieve the federal standard within the next three years, given the many factors outside of CWS’ and Probation’s control (e.g. lack of placement and service resources, severity of mental health problems, etc.). However, increasing the number of children

discharged to a permanent home from two (2) to six (6) within the next three years is a more realistic goal. Assuming the denominator (total number of children in care for 24 months or longer) in the above table remains at 42, this would increase the county's performance to 14.3% and would raise the percent of federal goal achieved from 16.4% to 49.1%. If the permanency strategies planned by the county are fully implemented, the denominator in this measure will likely be reduced and the county's performance in this measure may be higher than anticipated.

C3.2 Exits to Permanency (legally free at exit)

Of all children discharged from foster care during the selected 12-month period who were legally free for adoption, how many were discharged to a permanent home prior to their 18th birthday?

The county's performance in this measure defies explanation. The Juvenile Court Judge has made it a practice to not terminate parental rights unless there was a prospective adoptive parent in place. This being the case, one would assume that most children who were legally free for adoption would move quickly into an adoptive home. CWS and Adoptions are watching this measure closely to determine what factors are affecting the outcome. Another possibility should also be considered. During the CSA process, serious data entry issues were discovered. For example, some adopted children did not show an exit date and were still being counted as dependents. It's possible that resolution of these data entry problems alone may bring the county up to more acceptable performance levels.

While CWS and Adoptions anticipate improvement in this area, they are being cautious in their development of outcome goals. Currently, six (6) out of nine (9) children discharged from foster care who were legally free for adoption were discharged to a permanent home prior to their 18th birthday. These are small numbers and only three (3) children account for the county's poor performance. CWS and Probation are comfortable with setting the outcome goal at seven (7) out of nine (9) children over the next three years. This will raise the percent of federal goal achieved from 68.0% to 79.4%

C3.3 In Care 3 Years or Longer (emancipation/age 18)

Of all children in foster care during the selected 12-month period who were either discharged to emancipation or turned 18 in care, what percent were in care for three years or longer?

Currently, of the 10 children who were either discharged to emancipation or turned 18 in care, seven (7) were in care for three years or longer. Providing appropriate services to children in long term care, and reducing the length of their time in care, has become a top priority for the county. This is not easy to achieve, given the severity of these children's emotional and behavioral problems and the limited services to address these problems. However, CWS and Probation believe that implementation of programs that search for relatives

throughout the life of a case, involve youth in case planning decisions, and provide lifelong connections may help in achieving earlier permanency.

The county is currently achieving 53.6% of the federal standard for this measure. It would like to raise the achievement to 75% within the next three years. To accomplish this, it needs to reduce the number of children in care for three years or longer to five (5) out of 10. The overall goal is always to reduce the number of children who emancipate or turn 18 while in care. If the denominator of this measure were to be reduced significantly, the outcome could be even better.

Below is a table that shows the projected Q2 13 (3rd year of the SIP) county performance as compared to the national standard and the percent of the national standard achieved. It also shows the county's performance in the overall composite as compared to the California PIP goal and the percent of the CA PIP goal achieved.

Measure	Projected County Performance	National Standard	Percent Achieved	CA PIP Goal	Percent Achieved
C3	89.2	121.7	54.7	110.0	65.3
C3.1	14.3	29.1	49.1		
C3.2	77.8	96.0	79.4		
C3.3	50.0	37.5	75.0		

Permanency Outcome 2

The Continuity of Family Relationships and Connections is Preserved for Children

CWS and Probation are committed to the preservation of family relationships. Whenever possible, siblings are placed together or visitation is facilitated. Relative placements have increased dramatically over the last six years with a concomitant decrease in group home placements. CWS and Probation staff await the implementation of Family Team Meetings (FTM) and Family Finding which they see as effective tools to facilitate more relative placements and family connections. Relationships with local tribes are good and the Karuk Tribal Court is in place.

The County is interested in increasing its effectiveness in this area. County staff believes that maintaining family ties results in increased reunification and early permanency. While there are no federal or state standards to use as goals, the county would like to improve its outcomes as shown in the tables below. Current performance is taken from the Q2 10 data report and the 3-year goal is anticipated in Q2 13.

	Q2 10	Q2 13
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4A All siblings placed together in foster care	53.3	60.0
Some or all siblings placed together in care	65.3	75.0

4B Placement Type	First Placement		Point in Time Placement	
	Q2 10	Q2 13	Q2 10	Q2 13
Relative	21.3	27.5	29.0	35.0
Foster Home	0.0	10.0	0.8	15.0
FFA	75.0	60.0	50.8	31.5
Group/Shelter	1.3	0.0	4.8	4.0
Other	2.5	2.5	14.5	14.5

4E Placement status for children with ICWA eligibility	Q2 10	Q2 13
Relatives	4	To Be Deter- mined
Non Relatives, Indian SCPs	3	
Non Relatives, Non Indian SCPs	4	
Non Relatives, SCP Ethnic Missing	1	
Group Homes	2	
Other	0	

Well-being Outcome 3

Children Receive Services Adequate to their Physical, Emotional, and Mental Health Needs

At first glance, the results of Well-being Outcome 3 for children in foster care appear to be more than adequate. In both CWS and Probation, 100% of children in care have a Health and Education Passport; at least 80% of children in care received timely health exams; and there are systems in place for children who need psychotropic medication. However, during the CSA process, it became clear that children throughout the county have limited access to dental, mental health and AOD services, putting an already vulnerable population at greater risk of problems.

According to a Public Health Deputy Director, there are five dentists in the entire county that accept children and bill Denti-Cal/Medi-Cal. They are located in Dorris, Fort Jones, Happy Camp, the ANAV Clinic in Quartz Valley and the Karuk Clinic in Yreka. This means that children on Medi-Cal living in South County (Mt. Shasta, Weed and Dunsmuir) have no dentist available to them and children in Yreka (the center of population) only have the Karuk tribal clinic available to them. Children in foster care with severe dental problems or in need of extractions are transported to Atwater, California, 366 miles south of Siskiyou.

For years, child welfare professionals have commented on the lack of a consistent children's system of care for mental health and AOD services. Mental

health services appeared limited and difficult to access and AOD services for youth were non-existent. Currently, there is no resident psychiatrist at Behavioral Health and only one doctor is available in the community to see children over age 12 that need psychotropic medication.

The CSA and SIP processes have brought these concerns to the forefront and they will be addressed systematically over the next three years. Children's dental issues need a collaborative and comprehensive approach, both in planning and in funding. The new Human Services Agency is expected to develop a continuum of care for mental health and AOD services that meets the needs of children and families. Community stakeholders will be invited to participate in the process.

SIP Strategies

The following strategies are being planned over the next three years to improve the outcomes discussed above. Unless otherwise noted, each strategy is expected to positively impact all three outcomes targeted in the SIP for both CWS and Probation.

Family Search and Engagement

As soon as contract issues are resolved, a Family Search and Engagement program will be fully implemented within CWS and Probation. The search for relatives will be an ongoing process throughout the life of a case and permanent connections will be made for youth as they exit the system.

Family Team Meetings

Family Team Meetings will be fully implemented and CWS and Probation staff will be trained. Parents and children will be engaged in case planning and other decision-making activities from the time of removal to termination of jurisdiction.

Signs of Safety

Social workers have been trained in the model and, although initially intended to improve safety outcomes, it is now being utilized throughout the case when considering reunification and at other decision-making points.

Data Entry

Early identification and resolution of data entry issues are imperative because computers errors can be responsible for what appear as serious performance failures. A systematic tracking system will be devised with appropriate staff.

Intensive Treatment Foster Homes

In a collaborative effort with selected FFAs, Intensive Treatment Foster Homes will be explored and developed as an alternative to group homes. Placing children and youth within the County facilitates visitation and expedites early permanency.

Dental Task Force

CWS will work with the existing Dental Task Force to address child dental issues in a more collaborative and comprehensive manner. Included in this discussion should be the CAPIT Liaison, the First Five Director, and Tribal representatives.

3. CWSOIP Narrative

Probation will utilize CWSOIP funds to bring in a therapist to work with youth in Juvenile Hall, both individually and in groups. These youth are not eligible to Medi-Cal funding and thus cannot see Behavioral Health clinicians. They are in need of services and may be able to be returned to the community and their families safely with some timely clinical assistance. The OIP funds will be combined with other funding streams to address this unmet need.

Child Welfare will utilize the CWSOIP funds to fully implement Family Finding, Signs of Safety and Team Decision Making. These programs will increase the ability of children to remain safely in their families of origin, while increasing permanence and connection to other adults if they are unable to return to their parents. The money will be used for training and for any other implementation expenses and Probation will be included in all activities.

B. Part II – CAPIT/CBCAP/PSSF

a. County System Improvement Plan (SIP) Team Composition

Please refer to Page 4 of this document for the Siskiyou County SIP Team composition.

b. Siskiyou County's Child Abuse Prevention Council (CAPC)

The **Siskiyou Community Services Council (CSC)** was formed and designated by resolution of the Siskiyou County Board of Supervisors as Siskiyou County's Child Abuse Prevention Council November 2002. The CSC became an independent nonprofit 501(c) 3 corporation in 2005.

CSC Bylaws stipulate the following primary purposes:

1. To act as Siskiyou County's Child Abuse Prevention Council, improving the community's efforts to prevent and respond to child abuse
2. To maximize social service, economic and health resources in Siskiyou County

In order to facilitate a forum for interagency cooperation, coordination and collaboration, the CSC maintains a broadly representative and highly involved Board of Directors:

CSC Director	Title/Representation
Kirk Andrus, President	District Attorney
Marcia Armstrong	Siskiyou County Board of Supervisors
Keith Bradley, Treasurer	Senior Chaplin Siskiyou County Sheriff's Department/ Faith Community
Keith Cool	Owner, Mt. Shasta Supermarket/Business Community
Geeia Dexter	McCloud Family Resource Center/Parent/Consumer
Michael Edwards	Child and Family Services Director/Karuk Tribe
Todd Heie, Secretary	Chief Probation Officer
Terri Funk	Deputy Director, Public Health- Personal Health Services
Randall Lawrence, Vice President	President, College of the Siskiyous
Jon Lopey	Sheriff/Siskiyou County Sheriff's Office
Laura Masunaga	Presiding Judge/Superior Court
Michael Noda	Director, Siskiyou County Human Services Agency
Barbara Swanson	Director, PSA2 Area Agency on Aging/Senior
Nancy Swift	Executive Director, Jefferson Economic Development Institute (JEDI)/Nonprofit Economic Development
Kermith Walters	Superintendent, Siskiyou County Office of Education

The CSC meets once monthly, 10 months each year. Additionally the CSC hosts coalitions, task groups and committees as needed for effective strategic implementation. Current CSC facilitated task groups, committees and coalitions include:

CSC Sponsored Committee/Task Group/Coalition	Function
Executive Committee	Comprised of CSC President, Vice-President, Secretary and Treasurer. Develops meeting agendas and serves as an organization steering committee
Child Abuse Awareness Committee	The Child Abuse Prevention Committee coordinates CAPC public awareness activities specifically around April's Child Abuse Prevention Month
Siskiyou Substance Abuse Coalition	Meets monthly to develop a continuum of substance abuse prevention-treatment-recovery strategies and services. Sub-committees and coalitions work at a local level to engage communities. The AOD Redesign committee is working to increase access to AOD treatment services by developing new and

	comprehensive partnerships; the Integrated Community Services Committee is develop locally based recovery services; the Prevention Committee is implementing the Drug Free Communities program in coordination with AOD Prevention and Office of Education school-based prevention programs
Family Resource Network	Comprised of representatives from Siskiyou County's 10 Family/Community Resource Centers, the CSC partners with First 5 Siskiyou to fund and promote the capacity development of this key locally-based family support structure
Aging Subcommittee	Allows a forum for those interested in enhancing support for seniors. The CSC utilizes this forum to promote community-based intergenerational strategies to promote senior, youth and family well-being

The Siskiyou County Human Services Agency serves as the Board of Supervisor's designated agency to administer CAPIT, CBCAP and CCTF and works with the CSC to deliver services to families in Siskiyou County. The CSC has adopted the Goals of the Pathways to Child Abuse and Neglect to guide its strategies. The CSC takes a leadership role in identifying gaps, convening partners, identifying, coordinating and leveraging resources toward successful implementation. The CSC takes a strength-based approach, promoting sustainable systems as opposed to individual programs, and promotes building on existing effective efforts to avoid duplication and stretch limited resources. The CSC promotes evidence-based practices, while utilizing the following guiding principles:

- Resources can be stretched by building on existing effective efforts, coordinating funding streams, leveraging funds from outside sources and establishing systems in which professionals work with paraprofessionals and lay providers
- Coordination of Efforts = Better Outcomes
- Prevention is more cost effective than intervention
- Agencies alone can't solve all problems--individuals, families, neighbors and communities must be active and responsible
- Travel in Siskiyou County is often impractical, locally based resources are essential

Siskiyou Community Services Council/CAPC Goals/Strategies:

Goal 1: Children and Youth Nurtured, Safe, and Engaged

Strategy: Continue to house the Family Resource Network-- a Network of 10 Family Resource Centers. Facilitate coordination of capacity building, funding strategies and service delivery

Strategy: Ongoing collaboration with First 5 Siskiyou and other partners to support health screening and treatment initiatives

Strategy: Improved collaborative planning with Siskiyou County Adult and Children Services (ACS)

Strategy: Develop and support local Youth Coalitions in conjunction with Drug Free Communities

Strategy: Implement *Reconnecting Youth* curriculum for at-risk youth in 3-4 communities, including 1-2 continuation high schools and 1-2 FRCs

Goal 2: Strong, Connected Families

Strategy: Implement and enhance Siskiyou evidence-based parenting program through multiple partnerships

Strategy: Promote increased partnership with ACS and other appropriate partners to maximize funding resources and assure appropriate supportive services for at-risk children and families

Strategy: Ongoing offering of parenting classes, workshops and support groups at Family Resource Centers to promote increased access to resources and community connections

Goal 3: Identified Families Access Services and Supports

Strategy: Re-implementation of Differential Response with increased coordination between the Paths

Strategy: Continued implementation and enhanced utilization of The Family Development Matrix

Strategy: Increased coordination and collaboration between ACS, CSC, community-based, organizational providers, funding streams and training to increase timely and appropriate access to services and supports

Goal 4: Families Free From Substance Abuse and Mental Illness

Strategy: Continued implementation Family Based Relapse Prevention education at the FRCs

Strategy: Continue to facilitate increased access to a prevention-treatment-recovery continuum of AOD services

Strategy: Continued capacity and implementation support of the Mental Health Services Act through a FRC-CSC-Human Services Agency partnership

Goal 5: Caring Responsive Communities

Strategy: Continue community awareness efforts, secure funds and initiate the American Humane Association's "Front Porch Project"

Strategy: Continued promotion and enhancement of integrated community-based support services through FRCs with a special emphasis on community involvement and volunteerism

Goal 6: Greater Capacity to Respond in Vulnerable Communities

Strategy: Ongoing promotion and enhancement of integrated family services, resources and referral through FRCs and associated community and agency partners

Siskiyou Community Services Council/CAPC Funding:

The CSC incorporates comprehensive funding strategies utilizing multiple appropriate funding sources and in-kind resources. The following Child Abuse Prevention funding supports the CSC/CAPC in these efforts:

Fund	Dollar Amount (Estimates)
CAPIT	\$60,000
CBCAP	\$25,000
PSSF Family Support	\$0
CCFT/Kids Plate	\$6,000

Additional funding sources include: Oregon Community Foundation; Office of National Drug Control Policy/SAMSHA; Human Services Agency/AOD Prevention; Ford Family Foundation; HSA/Mental Health Services Act; First 5 Siskiyou; Early Head Start; Siskiyou County Office of Education; Karuk Tribe; Yreka High School District; Siskiyou County Sheriff, Jail Division; community donations and business partnerships.

- c. **PSSF Collaborative**
CWS and State Adoptions form the PSSF Collaborative. The CWS Program Manager is responsible for the distribution of PSSF funds, under the supervision of the Deputy Director of the Social Services Division of the Human Services Agency.

- d. **CCTF Commission Board or Council**
The CSC/CAPC is the designated organization to manage CCTF funds under the fiscal oversight of the Siskiyou County Human Services Agency. During the plan period, information regarding use of these funds will be published via the CSC Tax Return, on the CSC Website and by annual presentation to the Siskiyou County Board of Supervisors.

- e. **Parent Consumers**
The CSC supports meaningful parent leadership through voting membership on the CSC/CAPC, involvement with committees, coalitions and task groups and through board membership and volunteerism at FRCs. Additionally, the CSC sponsors parent participation in multiple training opportunities such as Father Involvement. The CSC supports, when feasible, involvement through stipends, payment of travel and training costs. The CSC pays a stipend and reimburses travel costs on an ongoing basis for the CAPC parent/consumer representative to the Board of Directors.

- f. **Designated Public Agency—CAPIT/CBCAP**
The Human Services Agency is the agency designated by the County Board of Supervisors to administer CAPIT/CBCAP programs and is responsible for monitoring subcontractors, integration of local services, fiscal compliance, data collection, preparing amendments to the county plan, preparing annual reports and outcomes evaluation. The CSC had previously served in this role, maintaining compliance from fiscal year 2002/03 to the present time.

Designated Public Agency---PSSF

The Adult & Children's Services division of the Human Services Agency is responsible for administering PSSF funds and ensuring that all program, fiscal and statistical requirements are met in a timely manner. The Program Manager of Adult & Children's Services is the person in charge of making sure that all statistical data is gathered timely and reported to the state in the yearly report. This manager is responsible for program coordination, data collection, and program oversight. Siskiyou County has a small, but close-knit community of service providers. We attend many of the same meetings together and much communication occurs before and after ancillary meetings, as well as during scheduled meetings to discuss a particular topic or activity. It is standard operating procedure to network effectively; when a new program is proposed or put in place, word of

mouth quickly gets the information out to the community. Collaboration is a necessity in Siskiyou County; no one can afford to work in isolation.

g. The role of the CAPIT/CBCAP Liaison

The Human Services Agency is the County designated CAPIT/CBCAP liaison and ensures that all program, fiscal, and statistical requirements are met in a timely manner. In this role, the Agency is responsible for program coordination, collecting data from subcontractors, compiling and analyzing subcontractor data, preparing required reports and submitting reports in a timely manner.

The Agency liaison works closely with the CSC as they disseminate prevention information to appropriate entities throughout the county. The CSC is an active participant in the NE Coalition of Child Abuse Prevention Councils, providing information through that regional forum as requested by OCAP.

The CSC submits quarterly reports for CAPIT/CBCAP and Children's Trust Fund expenditures with back-up documentation, which are reviewed by the Human Service's Agency Fiscal Department and Siskiyou County Auditor. All reports that are developed and ultimately submitted to the State Department of Social Services are reviewed by Siskiyou County Human Service's Agency, Adult and Children Service's Division.

The role of the PSSF Liaison

The Adult & Children's Program Manager fulfills the role of the PSSF liaison, under the supervision of the Deputy Director of the Social Services Division of the Human Services Agency. The Program Manager works with State Adoptions and with the Emergency Response and Court Supervisors to determine CWS and Adoption needs and how best to fill them. The Program Manager will maintain coordination and communication with the CSC in regard to the CAPC and prevention activities in Siskiyou County. The Human Services Agency Fiscal Division will maintain coordination and communication with local contractors to ensure that data is collected and reported in a timely fashion, and will assist the Program Manager in monitoring local sub-contractors.

h. Fiscal Narrative

i. Fiscal Accountability

The CSC and Siskiyou County ACS tracks, stores and disseminates all state required fiscal data related to expenditures of CAPIT/CBCAP/PSSF and CCTF. The CSC maintains all original receipts and invoices related to CAPIT, CBCAP and CCTF funds. These are submitted on a quarterly basis to Siskiyou County Human Services Agency who works with the Siskiyou County

Auditor to assure appropriate tracking and storing of original back-up documentation. Additionally, fiscal reports are provided to the State as required. The Siskiyou Community Services Council has a complete independent fiscal audit each year. Results are distributed at public meetings, and available upon request. CSC Tax Returns, including expenditure reports are public records that can be accessed through the Internet or upon request. PSSF—Fiscal staff of the Human Services Agency maintains all fiscal records for the PSSF program, under the supervision of the Siskiyou County Auditor/Controller.

- ii. Maximizing Funds
While utilizing CAPIT/CBCAP and CCTF funds as allowed under the W & I codes, the CSC is able to match these funds with multiple other funding sources to establish, operate and expand community-based and prevention-focused programs and activities designed to strengthen and support families to prevent child abuse and neglect. It is anticipated the Child Abuse Prevention funds will be leveraged at least 10:1 each year of this plan. CWS maximizes PSSF funding by blending monies with CALWORKs drug and alcohol program through The Bridge.
- iii. Assurance of non-supplantation
CAPIT/CBCAP/PSSF/CCTF will be used only to develop new, and/or enhance existing programs; they will not supplant other state and local public funds and services.
- iv. PSSF funding allocation per service category
Siskiyou County will allocate a minimum of 20% for each service category.

i. Local Agencies

- i. Assurance of competitive process
CAPIT funding will go through a competitive process to select and fund programs in line with County procurement policies.
- ii. Assurance of priority funding
Funding priority is given to private, nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have a demonstrated effectiveness in prevention or intervention.
- iii. Assurance for agency eligibility
Agencies/organizations eligible for funding demonstrate broad-based community support, show 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.

- iv. Assurance of culturally and linguistically appropriate services
Funded projects are culturally and linguistically appropriate to the populations served.
- v. Assurance of training and technical assistance
Training and technical assistance is provided by nonprofit agencies to those agencies funded to provide services.
- vi. Assurance of services to minority populations
Services to minority populations will be reflected in the funding of projects.
- vii. Assurance that funded projects are related to the needs of children
Funded projects will clearly be related to the needs of children, especially those 14 years of age and under.
- viii. Assurance of compliance related to suspended or disbarred individuals
Siskiyou County will assure that anyone awarded funds has not been suspended or debarred from participation in an affected program.
- ix. Capacity to transmit data electronically
All funded agencies will have the capacity to transmit data electronically.

CAPIT funds assurances

- i. Priority services
Any CAPIT funded services will be given priority to children who are at high risk.
- ii. Cash match
Any funded agency shall demonstrate the existence of a 10% cash or in-kind match, other than funding provided by the CDSS.

j. CBCAP Outcomes

Sign-in sheets including collection of certain demographic information will measure **engagement outcomes**. Information dissemination will be determined by distribution or known media circulation and/or listenership. CBCAP funded parenting curricula, Family Based Relapse Prevention, Reconnecting Youth and the Front Porch Project are all evidence-based or evidence-informed practices. Each has a logic model and associated evaluation systems that measure **short and intermediate term**

outcomes. Additionally, the Family Development Matrix is implemented through certain Family Resource Centers. Although **long-term outcomes** are identified on each funded project's logic model, it is unlikely that long-term results will be identified in the timeframe of this plan.

k. Peer Review

Each of the 10 FRCs included in the Family Resource Network meet together at least once each month for the purpose of identifying practice improvement through a peer review process. The Front Porch Project is connected to a national peer review and support process, the Parenting Hub Initiative is connected to an Oregon Statewide peer review and evaluation process through Oregon State University. The CSC participates in the NE Regional CAPC which provides peer review opportunities among 11 other CAPCs.

l. Service Array

In addition to serving as the Child Abuse Prevention Council, CSC's other primary function is to reduce gaps and overlaps in services—to assure family needs are met in the most cost-effective and sustainable manner. The collaborative nature of the CSC Board, as well as partnerships with multiple county agencies and organizations, promotes ongoing awareness of service delivery needs. Through its collaborative structure and public processes, the CSC takes a leadership role in coordinating CAPIT and CBCAP services with the array of services available in Siskiyou County.

County-level needs are identified through monthly collaborative meetings, close working relationships and, when necessary special surveys, data collection, round-tables and planning sessions. Examples of ongoing and periodic information gathering include: public CSC meetings (10 per year), monthly meetings of the CSC-sponsored Siskiyou Substance Abuse Coalition, facilitation of the AOD Redesign task group, monthly participation in the Mental Health Services Act Executive Committee, MHSA Directors meetings and MHSA Oversight Committee, AOD Prevention Roundtable, FRC Network meetings and so on. Special meetings informed the County Self Assessment. The AOD Prevention Roundtable meetings informed the county AOD Prevention Strategic planning, identifying a gap in program service delivery for at-risk youth. Parenting was easily identified as a need early on, as there were no systematic evidence-based parenting classes in the county. Specific program component needs were identified through focus groups and surveys. Family-based Relapse Prevention was identified as a need through meetings between the CSC and Siskiyou Health Partnership and countywide surveys. Mental Health Services needs are identified through community-based, task group-sponsored, local community meetings. Other service needs are identified through jail and juvenile hall surveys.

Once needs are identified, priority is given to evidence-based or research informed practices with identified funding streams and interest from multiple partners to promote sustainability.

PSSF—CWS and Adoptions consider the services available in Siskiyou County in determining what services and/or programs will be funded through PSSF.

- m. **CAPIT/CBCAP/PSSF Services and Expenditure Summary**
See attached.

Supplementary to Worksheet 2: CAPIT /CBCAP Programs, Activities and Goals

Line #1

Parenting Program

The parenting program will utilize trained facilitators to teach evidence-based parenting curricula directly to families, including parents and children at Family Resource Centers throughout Siskiyou County. CAPIT funds would pay for the program facilitators who provide services directly to the program's families. At the FRC, parents and their children are connected to a wide menu of family support services such as family activities, parenting resources, applications assistance, job training, mental health support, Family Based Relapse Prevention, emergency services, and child safety resources to name a few. Parents not only receive parenting education, but a substantial and ongoing connection to their community, reducing isolation and enhancing natural peer support.

Evidence-based and evidence-informed curricula includes: *Nurturing Parenting Birth to Three*; *Parenting Now!*, *Haga De la Paternernidad Un Placer*; *Second Step*; *Parenting Wisely* for Young children and *Parenting from Inside Out*.

Line # 2

Matrix Family Based Relapse Prevention Program

The FBRP program is centered on 12-week sessions of evidence-informed education classes for the entire family system. Utilizing the *Matrix* curriculum, it is structured and designed to give substance abusers the knowledge, structure, and support to allow them to achieve abstinence from drugs and alcohol and initiate a long-term program of recovery.

The primary goal is addressing important issues in the areas of initial stabilization, abstinence, maintenance and relapse prevention during the recovery process

In the program, client and family members (aged 12 and up) meet once a week. Resilience-focused activities are provided for the younger children. Sessions are designed to be interactive, allowing the group leader to include the most pressing issues for both client and family members.

Line #3

Family Development Matrix Case Management

A trained individual will provide direct case management services to individual families utilizing the Family Development Matrix. The Family Development Matrix provides measures of outcomes and is a strength-based case management tool. It works by assessing where to start and set goals with families, charting family progress and assessing the effectiveness of services in relation to outcomes.

The Family Development Matrix is based on a strength model rather than a deficit model. It documents where a family is thriving as well as where it needs support, and allows those using it to easily identify strengths from which to start addressing needs and set goals

The process of working with the Family Development Matrix over time helps family members develop the skills they need to make decisions, solve problems, plan and follow through on activities, evaluate success and failure, verbalize feelings and explain actions, etc. It models a process for problem solving that most families can integrate into their own thinking, apply in other situations, and help their children learn. These are the very empowerment skills they need to be successful in working toward and achieving outcomes.

Line #4

Child Abuse Prevention Council (CAPC)

The CSC/CAPC, Siskiyou County's designated Child Abuse Prevention Council, works closely with all other county agencies, nonprofit organizations, businesses, faith groups, parents, tribal and multiple other community partners to assess, develop and implement strategies based on identified needs and best practices for reducing child abuse and neglect.

For a list of the CSC/CAPC Board of Directors titles and representation see Section 3 Part II b.

Line #5

Public Awareness/Front Porch Project

Community awareness of child abuse and neglect is a year round effort for CSC. Local events and outreach activities reached their highest levels in April, to coincide with National Child Abuse Prevention Month.

Beginning in the 2011/12 fiscal year, the CSC is proposing to implement the American Humane Association's Front Porch Project.

The Front Porch Project is a national, research-based, community-based child maltreatment prevention initiative that has proven to work well in engaging community members in the responsibility of child and family well being. It is built upon the belief that all people who are concerned about the safety and well being of the children in their communities need to be encouraged and taught to make a

difference to prevent child abuse and neglect.

Using a capacity-building approach, the Front Porch Project will be implemented in partnership between American Humane Association and the CSC in conjunction with Siskiyou County's 10 Family Resource Centers.

The four-phase implementation model is based upon program implementation research, as well as experience and feedback from local sustaining organizations.

During Phase I, American Humane Association provides information and technical assistance to local sites as they identify the sustainers, connectors and supporters who are necessary to deliver and sustain the Front Porch Project in their community.

Phase II is the delivery of the two-day Front Porch Project Community Training, in which participants are exposed to new intervention methods and given an opportunity to develop personal action plans to implement in their own communities. Phase II is comprised of two full days of training, scheduled approximately four to six weeks apart. The timeframe between training days is necessary for participants to encounter opportunities in which to practice their new intervention skills, so that upon returning for the second day of training, these experiences may be processed and analyzed by the group. Participants must commit to attend both training days, with the initial Community Training being delivered and facilitated by American Humane Association staff. Additionally, three participant follow-up contacts will occur in the 12 months following the completion of training, to gather information regarding the participants' actions and interventions after they have participated in the Community Training.

Phase III is the delivery of the two-day Train-the-Trainers session for participants interested in, and capable of, either providing the Front Porch Project training in their community or fulfilling a support role on the project team through the sustaining organization. Upon completing the Train-the-Trainers session, participants who have been trained to deliver the Community Training of the Front Porch Project will work in collaboration with the local sustaining project organization to organize, deliver and evaluate the Community Training. The Train-the-Trainers session is delivered by American Humane Association staff immediately following the completion of the Phase II delivery and consists of two full days of training, taking place on two consecutive days. During and after the training, the participants, together with the local sustaining project organization and the American Humane Association facilitators, will assess their capacity to deliver the Front Porch Project curriculum. The goal is to identify and support competent and effective trainers who can sustain the Front Porch Project in their communities.

Results of The Front Porch Project are systematically documented and analyzed

to determine the extent to which the project is making a difference for participants, as well as for the children and families who are impacted by the actions of participants. To this end, the local team and American Humane Association collect and analyze data measuring change in the knowledge, beliefs, attitude, and behavior of participants from each community, and also across all Front Porch Project communities.

Line #6

Reconnecting Youth

Reconnecting Youth (RY) is a science-based prevention program designed as a semester-long class for at risk high-school youth. RY teens benefit by increasing school achievement, mood management and drug use control. It is a SAMHSA 'Model' program.

Reconnecting Youth is a science-based and highly regarded curriculum, proven to effectively reduce specific risky behaviors: school dropout, substance abuse, teen suicide, and teen violence/anger control issues. This is a comprehensive and intensive peer group model that increases youth resiliency by facilitating small group sessions to help students:

- Learn to self-monitor their own moods and drug use, school attendance and grades, and anger management;
- Increase their school involvement through safe and drug-free social activities and other school activities;
- Learn new coping skills to manage their stress, anger and depression;
- Learn to make healthy choices in choosing friends and engaging in activities
- Increase their interpersonal communication skills, and learn to demonstrate empathy with their peers; and by
- Providing opportunities to learn about and appreciate the people they are, and to recognize their potential; and by
- Providing a caring and supportive group dynamic.

The Curriculum will be implemented in non-traditional school settings and after-school programs provided by highly qualified and trained facilitators.

Line #8

Differential Response

The CSC and Siskiyou County Adult and Children's Services are working to redesign and re-implement Path One and Two Differential response during the 2011/12 fiscal year. Both public and private funding sources are anticipated and services will be well coordinated with existing services and supports, Family Development Matrix and Team Decision Making.

Line #9

Adoptive Parent Training and Support

The agency will work with Adoptions' staff to develop a training and support program for adoptive parents. Agency staff will provide Love and Logic parenting instruction and the adoptive parents will be encouraged to form a local support network. This will positively impact our goal of decreasing the time it takes to finalize adoptions in Siskiyou County and provide support for adoptive parents after their adoption has been finalized.

Line #10

The Bridge Program

The Bridge is a program that provides immediate and one-stop access to services; referrals are provided by Child Welfare social workers and CalWORKs staff. This is a service that is available to families who are voluntarily seeking help and working with child welfare staff to address issues before they become severe, as well as to court ordered parents. Any family who wishes to receive services through The Bridge may do so by contacting the Agency. It is the intention of the program to prevent abuse by offering families child welfare services when they are faltering, prior to any abuse occurring. Services are provided by Equest, which is a local non-profit agency. The program offers individual and family counseling, relapse prevention, domestic violence counseling, anger management, SAD (stress, anxiety and depression) counseling, parenting, healthy relationships, etc. Overall, the focus is on dealing with substance abuse issues and improving communication skills to improve families' relationships in general. It is an equine facilitated therapeutic program; one day per week the parents work with staff and horses in order to allow kinesthetic learners (as well as visual and auditory learners) to communicate non-verbally with a horse; the skills learned will transfer to communication with people.

C. CWS/Probation SIP Matrix

Outcome/Systemic Factor: Permanency Composite 3 (Long Term Care Composite)					
County's Current Performance: Q2 10 C3 County 54.6 Federal Standard 121.7 State PIP Goal 110.0 C3.1 County 4.8 Federal Standard 29.1 C3.2 County 66.7 Federal Standard 98.0 C3.3 County 70.0 Federal Standard 37.5					
Improvement Goal 1.0 C3.1 Q2 11: 9.5 Q2 12: 11.9 Q2 13: 14.3					
Strategy 1. 1 Full Implementation of Family Search and Engagement (FSE).		<input type="checkbox"/>	CAPIT	Strategy Rationale With FSE, there will be a formal protocol for searching for relatives and significant adults throughout the life of a case. Permanency plans will be accelerated and permanent connections can be made for children and youth.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	1.1.1 Resolve contract and funding issues.	Timeframe	Oct. 2011	Assigned to	CWS Program Manager/ Deputy Director, Social Services Division
	1.1.2 Develop written policy and procedures and train staff.		April 2012		CWS Program Manager/Assistant Chief Probation Officer
	1.1.3 Establish a QA process whereby Supervisors evaluate the use of FSE on a quarterly basis during Supervisor/Worker case conferences and Supervisor documents the results.		Aug. 2012		CWS Program Manager/Court Supervisor
Strategy 1. 2 Development of Intensive Treatment Foster Homes.		<input type="checkbox"/>	CAPIT	Strategy Rationale Intensive Treatment Foster Homes will act as an alternative to Group Homes. Placing children within the County facilitates visitation, maintains family connections, and expedites early permanency.	
		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		

Milestone	1.2.1 Identify FFAs that will be involved in this effort.	Timeframe	Aug. 2011	Assigned to	Court Supervisor
	1.2.2 Work with FFA staff on recruiting, training, and establishing protocols.		Aug. 2012		Court Supervisor
	1.2.3 Establish ART as the gatekeeper and evaluation team for children referred to and placed in ITFHs.		Aug. 2013		CWS Program Manager
	1.2.4 Develop a quarterly evaluation process that includes ART and the FFA to assess whether the right children are being placed in ITFHs and whether there is a difference in early permanency compared to children placed in Group Homes.		Feb. 2014		Court Supervisor/Probation Supervisor
Improvement Goal 2.0					
C3.2					
Q2 11: 66.7					
Q2 12: 77.8					
Q2 13: 77.8					
Strategy 2.1		<input type="checkbox"/>	CAPIT	Strategy Rationale Data entry problems can be responsible for what appears as serious performance failures. Resolution of these problems gives the County confidence that the outcome figures are correct.	
Identification and resolution of data entry issues.		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	2.1.1 Identify data entry problems.	Timeframe	June 2011	Assigned to	Help Desk staff member/CWS Super User/Staff Development Analyst
	2.1.2 Train staff on proper procedures.		Sept. 2011		Help Desk staff member/CWS Super User/Staff Development Analyst

	2.1.3 Establish a system whereby Help Desk staff member monitors data entry on a monthly basis and presents findings at monthly staff meetings.		Oct. 2011		Help Desk staff member/Super User/Staff Development Analyst
Strategy 2.2 Development of training and support program(s) for adoptive parents using PSSF funding.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	Strategy Rationale CWS and Adoptions agree there is a significant need for specialized training and support for pre and post adoptive parents. There are no such programs at the present time.		
Milestone	2.2.1 Meeting of CWS and Adoptions staff to finalize curricula for the program(s) and develop outcome expectations.	Timeframe	Oct. 2011	Assigned to	Court Supervisor/State Adoptions' Staff
	2.2.2 Selected adoptive parents, including potential adoptive parents, will participate in the first round of program(s).		Oct. 2012		Court Supervisor/State Adoptions' Staff
	2.2.3 Complete evaluation process to determine if program expectations have been met and make adjustments to the program(s) if needed.		Oct. 2013		Court Supervisor/State Adoptions' Staff
Strategy 2.3 Full implementation of Signs of Safety (SoS).		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale The Signs of Safety model is being used at various decision-making points. If this strategy is used at the point of identifying prospective adoptive parents, the time to finalization of the adoption may be shortened.		
Mile	2.3.1 Train all CWS staff.	Time	Oct. 2011	Assi	CWS Program Manager/Supervisors/UCD

	2.3.2 Develop written policy and procedures, including use of SoS when making permanency decisions.		Dec. 2011		CWS Program Manager/ Supervisors
	2.3.3 Establish process whereby Supervisors monitor SoS when they sign case plans and updates.		March 2012		Court Supervisor
Improvement Goal 3.0					
<u>C3.3</u>					
Q2 11: 60.0					
Q2 12: 60.0					
Q2 13: 50.0					
Strategy 3. 1		<input type="checkbox"/>	CAPIT	Strategy Rationale With Family Team Meetings, parents and children will be engaged in case planning and other decision-making activities, resulting in more appropriate and realistic decisions and, possibly, earlier discharge to permanent homes.	
Full implementation of Family Team Meetings (FTM).		<input type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	N/A		
Milestone	3.1.1 Identify model to be implemented and determine source of funding.	Timeframe	Oct. 2011	Assigned to	CWS Program Manager/Deputy Director, Social Services Division
	3.1.2 Develop protocol and train all CWS and Probation staff.		Feb. 2012		CWS Program Manager/UCD
	3.1.3 Establish a system whereby Supervisors monitor and document the use of FTMs during monthly case conferences with SWs.		Aug. 2012		CWS Program Manager
Outcome/Systemic Factor: Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.					
County's Current Performance: Q2 10					
4A All siblings placed together in care : 53.3 Some or all siblings placed together in care: 65.3					
4B First Placement with relatives: 21.3 Point in Time Placement with relatives: 29.0					
4E Placement of ICWA eligible children with relatives: 4					
Improvement Goal 1.0					

4A All siblings placed together in care: 60.0
 Some or all siblings placed together in care: 75.0

Strategy 1. 1 Implement MOU with Community Care Licensing (CCL) to license county foster homes.	<input type="checkbox"/>	CAPIT	Strategy Rationale The County is in the process of developing an MOU with Community Care Licensing to license county foster homes. This gives the County the opportunity to develop foster homes specifically for sibling groups.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.1.1 Obtain County Board of Supervisor approval for MOU.	Timeframe	Completed	Assigned to	CWS Program Manager
	1.1.2 Finalize MOU with CCL.		July 2011		CWS Program Manager
	1.1.3 Recruit/select CWS Licensing Social Worker.		Oct. 2011		CWS Program Manager
	1.1.4 Complete training of Licensing Worker on licensing policies and procedures.		April 2012		CWS Program Manager
	1.1.5 Begin recruitment campaign for county foster parents.		June 2012		Licensing Social Worker
	1.1.6 Schedule licensing updates and discussion of vacancy roster at monthly staff meetings.		June 2013		Licensing Social Worker

Strategy 1. 2 Provide specific training to county-licensed foster parents.	<input type="checkbox"/>	CAPIT	Strategy Rationale With appropriate training, foster parents will be better able to understand family dynamics and the need for siblings to maintain relationships, even if it includes coping with difficult behavior initially.
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	

Milestone	1.2.1 Identify trainer and funding.	Timeframe	June 2013	Assigned to	CWS Program Manager
	1.2.2 Provide training to selected foster parents.		Jan. 2014		Licensing Social Worker
	1.2.3 Evaluate whether training made a difference in foster parents' ability to take sibling groups.		July 2014		Licensing Social Worker

Improvement Goal 2.0
 4B First Placement with relatives: 27.5

Point in Time Placement with relatives: 35.0					
Strategy 2.1		<input type="checkbox"/> CAPIT	Strategy Rationale With a system in place (including a written protocol and identified staff) to assess and train relatives, the placement of children with relatives becomes more of an automatic process.		
Implementation of protocol to assess and train relative and NREFM caregivers.		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	2.1.1 Develop written policies and procedures on relative placements.	Timeframe	Jan. 2012	Assigned to	ER Supervisor
	2.1.2 Develop ongoing training protocol and determine source of funding.		April 2012		ER Supervisor
	2.1.3 Establish a method of collecting feedback from relatives as to whether the training has met their needs. Discuss at staff meetings.		Oct. 2012		ER Supervisor
Strategy 2.2		<input type="checkbox"/> CAPIT	Strategy Rationale Youth exiting the foster care system need every opportunity to form permanent connections with significant adults.		
Creation of mentoring program for foster youth.		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	2.2.1 Meet with appropriate stakeholders to assess feasibility of a mentoring program.	Timeframe	March 2012	Assigned to	CWS Program Manager/ Assistant Chief Probation Officer
	2.2.2 Identify funding source and designate a program manager.		Sept. 2012		CWS Program Manager/ Assistant Chief Probation Officer
	2.2.3 Recruit mentors and train them, possibly through the training contract with UCD.		March 2013		CWS Program Manager/ Mentoring Program Manager/UCD
	2.2.4 Develop a written protocol that establishes a process of evaluation, e.g. quarterly meetings that include mentors and youth.		Sept. 2013		Court Supervisor/ILP Social Worker/ Provider/ Mentoring Program Manager
Outcome/Systemic Factor: Well-Being Outcome 3: Children receive services adequate to their physical, emotional, and mental health needs.					

County's Current Performance:

In both CWS and Probation, 100% of children in care have a Health & Education Passport, at least 80% of children receive timely health exams, and there are management systems in place for children who need psychotropic medication. However, the rate of timely dental exams is 42.3 and children in and out of the system have limited access to mental health and AOD services.

Improvement Goal 1.0

Raise the rate of timely dental exams from 42.3 to 60.0.

Strategy 1. 1

Request a subcommittee of the Dental Task Force to analyze the problem.

- CAPIT
- CBCAP
- PSSF
- N/A

Strategy Rationale

The Dental Task Force, headed by Public Health, is currently in place and has been a driving force in the area of dental health for children.

Milestone	1.1.1 Establish a subcommittee comprised of selected current Task Force members and to include Probation, Tribal representatives, the CAPIT Liaison, and the First Five Director.	Timeframe	Jan. 2012	Assigned to	CWS Program Manager Public Health Deputy Director
	1.1.2 Explore funding strategies for county-wide dental exams and treatment for children, including those covered by Medi-Cal.		June 2012		CWS Program Manager Public Health Deputy Director
	1.1.3 Produce a final report with a full analysis of the problem and a recommended plan of action, including a timeframe for milestones and person/group responsible for activity.		Oct. 2012		CWS Program Manager Public Health Deputy Director

Strategy 1. 2

Coordinate dental services for children with Tribal Health Clinics.

- CAPIT
- CBCAP
- PSSF
- N/A

Strategy Rationale

Tribal Clinics in Yreka and Quartz Valley accept children with Denti/Cal but they have backlogs. A coordinated system would help to prioritize children based on need.

Milestone	1.2.1 Meet with Tribal Health representatives.	Timeframe	Oct. 2011	Assigned to	ER Supervisor CWS Nurse.
	1.2.2 Develop a system for referring foster children and prioritizing when they are seen.		Jan. 2012		ER Supervisor CWS Nurse.
Strategy 1.3 Continue to support the CWS nurse and the Placement Probation Officer in their responsibilities.		<input type="checkbox"/> CAPIT	Strategy Rationale The CWS nurse and the Placement Probation Officer carry the bulk of responsibility for these outcomes and need departmental support.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
Milestone	1.3.1 Identify technical and clerical needs and provide support in those areas as needed.	Timeframe	Ongoing	Assigned to	ER Supervisor Probation Supervisor
Describe any additional systemic factors needing to be addressed that support the improvement plan goals. There is a desire to re-establish a Differential Response program; funding must be found to support this work. This will directly impact safety outcomes but will indirectly impact permanency outcomes and will support improvement plan goals.					
Describe educational/training needs (including technical assistance) to achieve the improvement goals. To be determined as needed.					
Identify roles of the other partners in achieving the improvement goals. Whenever possible, appropriate stakeholders will participate in the various processes described above, either directly or through consultation.					
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified at this time.					

**D. NOTICE OF INTENT
CAPIT/CBCAP/PSSF PLAN CONTRACTS
FOR SISKIYOU COUNTY**

PERIOD OF PLAN : 2011 THROUGH 2014

The undersigned confirms that Siskiyou 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 Siskiyou County Human Services Agency 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 Siskiyou County Human Services Agency as the public agency to administer PSSF.

Please enter an X in the appropriate box.

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

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

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

ATTEST:
COLLEEN SETZER
County Clerk & Ex-Officio
Clerk of the Board
By: Wendy Day
Deputy



County Board of Supervisors Authorized
Signature

Jim Cook

Print Name

10/11/11

Date

Chair

Title

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

(1) COUNTY: Siskiyou (2) PERIOD OF PLAN: 5/18/11 thru 5/17/14 (3) YEAR: 1,2,3
 (4) FUNDING ESTIMATES: — CAPIT: \$60,000 CBCAP: \$25,000.00 PSSF: \$33,105.00 OTHER: —

Line No.	Title of Program / Practice	SIP Strategy No., if applicable	Name of Service Provider, if available	CAPIT				CBCAP				PSSF				OTHER SOURCES	NAME OF OTHER	TOTAL
				F1	F2	F3	F4	F1	F2	F3	F4	G1	G2	G3	G4			
1	Parenting Program	C	TBD	\$10,000			\$0								\$100,000	Oregon Community Foundation, Karuk Tribe, First 5, Jail, Yreka High School	\$110,000	
2	Matrix Family Based Relapse Prevention		TBD	\$5,000			\$5,000								\$20,000	Jail, Co Tobacco Funds	\$30,000	
3	Family Development Matrix Case Management		TBD	\$30,000	\$5,000		\$5,000								\$370,000	First 5 Siskiyou	\$405,000	
4	Child Abuse Prevention Council		Siskiyou Community Services Council	\$5,000	\$10,000		\$10,000										\$15,000	
5	Public Awareness/Front Porch Project		Siskiyou Community Services Council			\$5,000	\$5,000								\$40,000	Ford Family Foundation, Cross Petroleum, Denations	\$45,000	
6	Reconnecting Youth		Siskiyou Community Services Council	\$5,000			\$0								\$315,000	State AOD Prevention	\$40,000	
8	Differential Response		TBD	\$5,000			\$0								\$35,000	Ford Family Foundation	\$30,000	

(1) COUNTY: Siskiyou (2) YEAR: 1,2,3

Line No.	Title of Program/Practice	Unmet Need	CAPIT Direct Service Activity													Other Direct Service Activity (Provide Title)	Goal	
			D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13			D14
1	Parenting Program--Nurturing Parenting, Parenting Now!, Parenting Wisely, Haga de la Paternidad un Placer, Second Step, Parenting Inside Out, Anger Management, Grandparent/Relative/Father workshops/support groups	Safety 1.1 (p. 19), Perm 8 A (p. 26), Perm Outcome 2.4 A-E (p.39), Well-Being 1 (P.42), Unmet: p.47 Ed/Support grandparents/relative caregivers		X													E	F Children and youth are nurtured, safe and engaged
2	Matrix Family Based Relapse Prevention	Safety 1.1 (p. 19), Perm 8 A (p. 26), Well-Being 1 (P.42), Unmet: p. 47 intervention for acting-out youth															X	Families are free from substance abuse and mental illness
3	Family Development Matrix Case Management	Safety 2.2B (p. 23), Perm 8 A (p. 26), Perm Composite 3 (p. 34), Perm Outcome 2.4 A-E (p.39), Well-Being 1 (P.42)															X	Vulnerable communities have capacity to respond
4	Child Abuse Prevention Council	Prevention system support																Communities are caring and responsive
6	Reconnecting Youth	Perm 8 A (p. 26), Unmet: p. 47 prevention/intervention for acting-out youth, program designed to promote adolescent resiliency															X	Children and youth are nurtured, safe and engaged
8	Differential Response	Safety 1.1 (p. 19), Safety 2.2B (p. 23)																Identified families access services and supports

