CALIFORNIA CHILD AND FAMILY SERVICES REVIEW
Sierra COUNTY SYSTEM IMPROVEMENT PLAN

Conducted by the
Sierra County Department of Social Services
and
Sierra County Probation Department

Submitted to the California Department of Social Services
Children and Family Services Division
April, 2011

Sierra County System Improvement Plan
Date: April 22, 2011

California's Child and Family Services Review System Improvement Plan	
County:	**Sierra County**
Responsible County Child Welfare Agency:	Sierra County Department of Social Services
Period of Plan:	**March 12, 2011 – March 12, 2014**
Period of Outcomes Data:	**QUARTER ENDING: JANUARY 1, 2011 – MARCH 31, 2011**
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Board of Supervisors (BOS) Approval	
BOS Approval Date:	June 7, 2011
Name:	Lee Adams, Chair, Board of Supervisors
Signature:	LEE ADAMS

Core Representatives in attendance at the SIP planning meeting

Name	Position/Job Title	Agency
Scott A. Schlefstein	Supervisor, District 5	Sierra County Board of Supervisors
Tammy Muldoon	Board Member	Child Abuse Prevention Council/SPJUSD/Literacy
Mary Wright	Coordinator	LPG/Child Care Council
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1. SIP Narrative

Part I – CWS Probation

1. Background	In January 2004, the implementation of Assembly Bill 636 brought a new Child Welfare Services Outcome and Accountability System to California. This new Outcomes and Accountability System, also known as the California Child and Family Services Review (C-CFSR), focuses primarily on measuring outcomes in the areas of safety, permanency and child well-being. This is a highly structured process with narrowly defined focus areas, outcomes, data collection and improvement measures defined by the State. By design, the C-CFSR closely follows the federal emphasis on safety, permanency and well-being. The new system operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes. The C-CFSR has three components: • **Peer Quality Case Review (PQCR) –** The PQCR is the first component in the process. The purpose of the PQCR is to learn, through intensive examination of county practice, how to improve child welfare and probation services in a specific focus area. The focus area chosen by the Sierra County Departments of Social Services and Probation were 'Exits to Permanency

	and/or Aftercare with a focus on Relative Placement.' To do so, the PQCR focuses on one specific outcome, incorporates research related to the focus area, analyzes specific practice areas, identifies key patterns of agency strengths and concerns and aligns the findings with research to guide practice improvement. The process uses peers from other counties to promote the exchange of best practice ideas between the host county and peer reviewers. Peer county involvement and the exchange of promising practices also help to illuminate specific practice changes that may advance performance. Sierra County's PQCR was completed in May 2010 with peers from Humboldt, Lassen and Shasta County Probation Departments, and Plumas, Yuba, Tuolumne, Del Norte and Humboldt County Social Services Departments. Representatives from the State Department of Social Services and UC Davis also participated. The outcome that Sierra County focused on was 'How to better serve children who remain in foster care long term.' • **Community Self Assessment (CSA)** – The CSA is the next step and is driven by a focused analysis of child welfare data within the chosen focus area and outcome. This process also incorporates input from various child welfare constituents and reviews the full scope of child welfare and probation services provided within the county. The CSA is developed every three years by the lead agencies, in coordination with their local community and prevention partners. The CSA includes a multidisciplinary needs assessment to be conducted once every three years and requires Board of Supervisor (BOS) approval. Along with the qualitative information gleaned from the PQCR and the quantitative information contained in the quarterly data reports, the CSA provides the foundation and context for the development of the county three year System Improvement Plan (SIP). • **System Improvement Plan (SIP)** – The SIP is the final step in the cycle. It is a culmination of the first two processes and serves as the operational agreement between the county and the state. It outlines how the county will remodel its system to improve outcomes for children, youth and families. The SIP is developed every three years by the lead agencies, in collaboration with their local community and prevention partners. The SIP includes specific milestones, timeframes, and improvement targets and is approved by the county Board of Supervisors (BOS) and the California Department of Social Services (CDSS). The plan is a commitment to specific, measurable improvements in performance outcomes that the county will achieve within a defined timeframe, including prevention strategies. Counties, in

	partnership with the state, utilize quarterly data reports to track progress. The process is a continuous cycle and the county systematically attempts to improve outcomes.
2. Introduction	Sierra County Department of Human Services, Child Welfare Services and the Sierra County Probation Department would like to acknowledge the many individuals involved in the County System Improvement Plan (SIP). Their contributions and recommendations were invaluable to the process and the development of this three-year plan. A planning committee/workgroup was convened to plan and coordinate the system improvement plan and draft the report. The planning committee coordinated a community meeting on March 10, 2011 to solicit information and obtain feedback from community and prevention partners to focus on services to children and families in Sierra County from prevention through the continuum of care to address how these activities will be coordinated and how services will be provided during the next three-year period. Core representatives were invited and participated actively in the meeting. California Department of Social Services consultants from Child Welfare Services Outcomes and Accountability and the Office of Child Abuse Prevention, as well as county social workers, assisted in this process by facilitating or participating in each break-out group. This provided a valuable opportunity for staff to engage and have a dialogue with community representatives regarding specific outcomes. Sierra County's PQCR of May 2010 generated qualitative case data to help the County clarify needed improvement strategies. Sierra's CSA of February 2011 identified areas needing improvement in the Juvenile Probation and Child Welfare System (CWS). Strategies to address those areas and improve outcomes have been incorporated into this County System Improvement Plan (SIP), which has been developed by the Sierra County Departments of Social Services and Probation Department, in collaboration with community partners. Sierra County's planning entities used both quantitative and qualitative data in development of both the Self Assessment and this System Improvement Plan. The quantitative data used in identifying key areas for improvement were obtained from the quarterly outcome and accountability county

	data report (http://cssr.berkeley.edu/ucbchildwelfare), Child Welfare Services/Case Management System (CWS/CMS), U.S. Census Bureau and Department of Finance. Qualitative data was obtained from the PQCR and community input in the CSA process. The three key system focus areas identified in the CSA that are addressed in the SIP: • Placement Stability • Least Restrictive Placement • Timely Response and Timely Social Worker/Probation Officer Visits Strategies identified in the SIP are designed to improve Child Welfare outcomes to meet Federal and State goals. Strategies that address one or all system focus areas are more thoroughly identified in the SIP, and include: • Recruitment of local foster families/homes within Sierra County, including relative placements. • Community education regarding foster home criteria and certification. • Development of a foster parent support group, including relative caregivers. • Implementation and utilization of Wraparound. • Train probation officers and office staff in CWS reporting requirements and procedures. • Increased frequency of probation visitation of at least once per month.
3. Process	Sierra County Department of Social Services, in conjunction with the Sierra County Department of Probation as the lead agencies, conducted its System Improvement Plan meeting on Thursday, March 10, 2011 from 9:00 am – Noon at the Loyalton Social Hall. These agencies have overall responsibility for completing the SIP and determining how funding can best be utilized to improve Child Welfare Outcomes within Sierra County. Numerous community and prevention partners were in attendance at the meeting, as well as several members of the Board of Supervisors, with Supervisor Goicoechea participating as an interested public member only, in consideration of the Brown Act.

	After an explanation of the California Child and Family Services Review (C-CFSR) process, the group was broken into two smaller groups, each containing a social worker or the SW Supervisor, and one member of the Board of Supervisors. The groups discussed one or more of the outcome measures identified from the previously submitted PQCR and CSA, and were asked to prioritize their outcomes based on 1) Long-Term Care; 2) Placement Stability; 3) Timely Social Worker Visits; and, 3) Least Restrictive Placement. Each group was directed to focus on 2-4 targeted outcomes and implementation strategies. For each outcome they were asked to select 1-4 improvement goals, with 2-4 strategies that will have the most impact. Each strategy has a rationale, milestones and timeframes. The Strategy Rationale explains why a particular strategy is chosen and how this strategy will help reach the improvement goal for a specific outcome. Milestones are the steps that lead to the completion of the strategy and break the strategy into smaller, more easily attainable intermediate goals. Participants were asked to develop attainable and realistic time frames, remembering to allow for staggered implementation of new practices across all strategies using the S.M.A.R.T. Model as defined below: • **Specific** – The specific outcome is the Federal or State outcome that has been selected by the county (with technical assistance from CDSS) as an area needing improvement. • **Measureable –** Use of the Center for Social Services Research Data and Composite Planner will ensure that selection of measurable outcomes. The Composite Planner will further assist counties in determining how changes in the improvement goals will impact outcomes. • **Attainable –** Well thought out strategies (2-4 per goal) with concrete rationales will ensure that improvement goals are attainable. Reinforce the logical connection between implementing the strategy and the anticipated improvement. Use of a logic model and a review of evidence-based strategies will help to focus this discussion. • **Realistic –** Milestones are the steps that lead to the completion of the strategy. They break the strategy into smaller, more easily attainable intermediate goals. Milestones can include further data pulls; data clean ups; policy review; policy development; graining; pilot implementation and evaluation; and, implementation. • **Timely –** Steer toward realistic timeframes allowing for staggered implementation of new practices.

4. Outcomes Identified	Each of the breakout groups identified outcomes and implementation strategies. After some time developing strategy rationale, milestones and timeframes, the group came back together as a whole to report on and discuss each of the identified outcomes. The three outcomes selected by the group that were previously identified in the CSA were: **Composite 4: Placement Stability**. The County's resounding deficiency in the area of placement stability is the number of foster homes available within the county from which to make a selection, the lack of comprehensive information about the child available at the time of initial placement, multiple behavioral problems of children in care and lack of support services available to caregivers. **Composite 4B: Least Restrictive Placement.** Again, both groups unanimously felt that placement with family members and/or close friends is in the best interest of the children, ultimately having an overall effect on Placement Stability outcomes. Ideally, an identified system to expedite the approval of relative placement would decrease the number of placement changes. **Composite 2C: Timely Probation Officer Visits.** This outcome was selected by Sierra County Probation as an area needing improvement during the next three years.
5. Summary of Research	UC Davis has prepared several research papers which relate to Sierra County's chosen improvement goals. ***A Literature Review of Placement Stability in Child Welfare Service: Issues, Concerns, Outcomes and Future Directions*** was prepared by the Northern California Training Academy, University of California, Davis, Extension, The Center for Human Services, in August of 2008. The basic findings of that research paper are: • It is important to minimize the number of changes children experience. • Some key components for improving practices for increasing the probability for placement stability include: o Strong tracking and case planning to ensure that "foster drift" is avoided to achieve

	permanence. o Early intervention. o Increasing the availability and use of placement choice ▪ It is essential that children are moved because of their identified needs, not because of unavailability of placements. o Increasing multi-agency support ▪ There is strong and conclusive evidence that providing support to foster parents (and kin) reduces the likelihood that a placement disruption will occur. Participatory Planning in Child Welfare Services Literature Review: Selected Models, Components and Research Findings was also prepared by the University of California, Davis, Extension, The Center for Human Services in October of 2008 This paper concludes that, while there is not conclusive evidence that participatory models such as Family Group Conferencing and Wraparound services are effective in improving outcomes for children and families in the long term, there is encouraging and positive evidence, "The research generated thus far illustrates the effectiveness of the participatory planning model, mainly involving families in the decision making process for contributing to some positive outcomes for families and children." Findings are that families ". . .exhibit greater commitment to receiving services and feel more empowered when they are involved in contributing to decisions that affect them and their families." TDM is one of the four core strategies of the Family-to-Family initiative, which is an evidence-based model, and which has demonstrated success in the areas of out-of-home placement prevention, better identification of needs and placement matching when out-of-home care is necessary, enhancing placement stability and permanence, and improved reunification and/or exits from care outcomes. ***Alternative Interventions to group Home Care: Keeping Youth in Out-of-Home Care in the Least Restrictive Placement*** was prepared by the UC Davis Human Services Northern California Training Academy.

	This paper concludes that studies have shown that the more expensive and restrictive placement in group homes is not any more effective than other placement types. Several studies found that outcomes for children in treatment foster care and family foster care were similar to outcomes for children in group homes. There are also concerns about the quality of education for children with special needs in group homes and peer corruption. Additionally, improved foster parent training in managing child behaviors, treatment foster care and family foster care programs that use social learning and behavior analysis are all effective ways to keep children in the least restrictive environment and out of group homes. Wraparound also has potential to be an alternative intervention.
6. Summary of Activities	Currently CORE training, as well as additional training relevant to eligibility workers and social workers, is provided through an annual contract with UC Davis, Northern California Regional Training Academy. All newly and recently hired social workers will be required to complete the CORE training within 12 months of hire, with additional training to be completed within 24 months of hire, which shall be monitored by the social worker supervisor. Relevant trainings are often made available to all county staff through the county risk management department, as well as various other trainings that are made available to staff, as applicable. Given the small size of Sierra County and limited available resources, staff and providers alike will continue to be encouraged to attend any appropriate training that is offered. The CORE program teaches and promotes social worker "Best Practices," which currently advocate for least restrictive environment placements and the importance of placement stability. In addition to the social worker CORE classes, Sierra County social workers also receive extracurricular trainings such as Signs of Safety (SOS), which is being incorporated into the Structured Decision Making (SDM) process, Team Decision Making (TDM) facilitation and Wraparound services education, which are designed to promote stability in the least restrictive placement possible. The CWS/CMS system provides reports and reminders for each referral / case and is utilized by the supervisor and social workers to manage critical case activity. Increased training resulting in better utilization of the CWS/CMS system is anticipated to make Sierra County's case management and

	data reporting more consistent. Although Sierra County currently utilizes Structured Decision Making (SDM) to assist in the identification of needs and updates to case plans accordingly, increased utilization throughout the life of cases would be ideal. We do not currently utilize the Substitute Care Provider SDM Tool. However, if/when Sierra County returns to licensing its own foster homes, utilization of this tool would be relevant. Another factor is that we must weigh in the child's right to remain close enough to stay in his/her own school during placement. We are not often given the luxury of being able to select from multiple homes. Sierra County social workers receive SDM training during the CORE program, and have received additional training on the Signs of Safety (SOS) program, which is designed to complement SDM and build upon family strengths. Additional SDM training and protocol development are part of this 2011-2014 SIP. Due to the rural nature of Sierra County, collaborative relationships are necessary in order to maximize resources of both public and private entities in the county to help fulfill the duties required for ensuring the welfare of the youth in our small communities. The ability to refer clients to an established aftercare program developed especially for child welfare families leaving the system will allow for increased support for the families and some continuing accountability after they leave the child welfare system, thus decreasing the chances for recidivism and reentry. Activities for aftercare services include childcare, transportation, AOD counseling, MH counseling, parenting classes and other general assistance provided by social workers and Health and Human Services.
7. New Activities	Training and Implementation of Wraparound services and associated protocol development, to include SDM and full utilization thereof, will help with placement stability and least restrictive placement. As indicated in the PQCR and CSA, getting social workers trained and to fully utilize SDM has been an ongoing challenge, and there is still much room for improvement in these areas. There are currently two part-time positions being utilized within the County Mental Health Department, through the Mental Health Services Act (MHSA), one being a peer mentor and the other being a parent partner. Collaboration of CWS with the MHSA Coordinator to utilize these individuals to facilitate the development of a foster care/caregiver support group or for bridging the

	gap during the reunification process between foster parents and biological parents is being suggested during the current plan period. The ability to refer clients to an established aftercare program developed especially for child welfare families leaving the system will allow for increased support for the families and some continuing accountability after they leave the child welfare system, thus decreasing the chances for recidivism and reentry. Additionally, we should look at recruitment and education of mentors within the school system for this purpose. Building relationships between parents and foster parents will be undertaken by utilizing a peer mentor system, as mentioned above. This can hopefully be achieved through recruitment and education in the schools, through information provided on the county website, as well as through strengthening relationships with our current service providers (e.g. Mountain Circle and Environmental Alternatives). Initiation of the process to resume county licensing of foster homes in an effort to increase the number of homes available within the county. Recruitment of additional foster families within Sierra County will be achieved through the aforementioned means as well, including potential relative placement referrals in-house, through the preschools, churches and services clubs. The ultimate development of a foster parent support group, to potentially be offered through the Family Resource Center to include relative caregivers, is foreseen in the current plan period.
8. Link Between Activities and Outcome Improvement	Sierra County's goals and strategies are geared towards better understanding and engagement of clients, foster parents and family members which, in turn, will translate into better outcomes for children and families. Activities directed at teaming with clients to understand their strengths and needs, valuing their participation in decision-making, and working with them to develop personalized case plans that will address their specific needs will consequently result in faster reunification, while still providing adequate support to stabilize the family and prevent reentry into the CWS system. Being open to learning from clients and using these lessons to improve service provision and casework will improve practice in all areas of Child Welfare. Additionally, efforts to engage family members and non-related extended family members in the placement of children, in the event that

	out-of-home placement is necessary, provides for greater stability and increased well-being of the children. Similarly, support to foster care providers, whether they be foster homes, relatives or NREFMs, and effective concurrent planning are important pieces of ensuring positive outcomes for children in the care of Child Welfare Services.
9. Integration Between PQCR, CSA and CWS/ Probation Planning Process and CAPIT/CBCAP/PSSF Plan	During the County Self Assessment process, the stakeholders identified and provided valuable input in regard to the county's strengths, barriers and potential strategies as a continuum of similar issues identified in the PQCR. The collaborative conversations amongst local partners have been used to develop a plan that specifies priorities, improvement goals and activities for the System Improvement Plan. Completion will concentrate on the information captured during the PQCR and CSA processes that have already taken place. Additionally, these collaborative conversations help plan for the use of the CAPIT/CBCAP/PSSF funds to streamline duplicative processes, maximize resources and further improve these collaborative partnerships and communication. As noted in previous reports, the fact that Sierra County has an intimate collaborative of community resource partners and the conversations held during each component of the C-CSFR have provided a continuum of the same participants. As such, we are uniquely positioned to afford changes without the need for significant loss of time communicating process modifications to partners and providers, as they have been involved in these decision making efforts from the very beginning. Information gathered in the PQCR, CSA and CWS/Probation planning process have all indicated needs in terms of improving placement stability with relatives and NREFMs. By compiling and organizing all of the information gathered in the CSA, PQCR and SIP assemblies, program activities and strategies have been identified accordingly. In addition, the use of the CAPIT/CBCAP/PSSSF Plan contained herein will assist in meeting the funding for some of these strategies in order to improve and achieve our goals as stated.

2. CWS/Probation SIP Matrix

Selected State/Federal Outcomes

Please see matrices below.

Outcome/Systemic Factor: Outcome Measure 4B. Least Restrictive Placement (Entries First Placement: Relative)				
County's Current Performance: *During the time period reviewed, Sierra County's performance was 50% . However, this is based on only two placements.				
Improvement Goal 1.0 Sierra County will increase performance in least restrictive settings (first entries) to 75%				
Strategy 1. 1 Increase placement with relatives or NREFMs, aided by the consistent use of Emergency Placement TDMs that include relatives/NREFMs who are potential placement sources.	☒ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	**Strategy Rationale** Research shows that children placed with relatives experience more stability in placement. Research of practice shows that use of Emergency Placement TDMs is effective in increasing the numbers of children placed with relatives or NREFMs.		
Milestone	**Timeframe**		**Assigned to**	
1.1.1 Revise and implement policy and procedure regarding Emergency Placement TDMs, to include step-by-step procedure for arranging for, attending, and follow-up from TDMs.	By February 2012		Social Worker Supervisor, with assistance of social services staff	
1.1.2 Train all Social Workers on the policy and procedure for arranging for Emergency Placement TDMs.	By March 2012		Social Worker Supervisor	
1.1.3 In 90% of cases where children are removed, an Emergency Placement TDM will be held within 24 hours (or on the next business day if removal occurs over a weekend) and prior to a detention petition being heard in Court.	By March 2012 and ongoing		CWS social workers; Social Worker Supervisor to monitor and attend	
Strategy 1. 2	☐ CAPIT	**Strategy Rationale**		

Recruit more families in Sierra County in order to increase the number of potential relative and/or NREFM placements.			☐ CBCAP ☒ PSSF ☐ N/A	Recruitment and education of more relatives and/or NREFMs will lead to increased, stable initial relative placements.	
Milestone	**1.2.1** Develop recruitment materials within 6 months with ongoing media placement for information regarding foster care and becoming a foster provider. This will include recruitment and education within the school system, in collaboration with the school district and county mental health.	Timeframe	By December 2011 and ongoing.	Assigned to	Administrative Secretary III, with assistance of CWS social workers, Social Worker Supervisor and Assistant Director
	1.2.2 Identify speakers and available trainings to offer to the community by contracting with local CBO to develop curriculum and implement trainings and education for interested potential foster families.		By June 2012 and ongoing.		Social Worker Supervisor, with assistance of staff and Agency Director
	1.2.3 Develop and implement a foster parent support group, to include relative caregivers. This would include potential collaboration with the peer mentor programs already in place through MHSA.		Begin Efforts by September 2011.		Social Worker Supervisor, with assistance of staff, Agency Director, Assistant Director and MHSA Coordinator
Strategy 1. 3 Continue to utilize Structured Decision Making (SDM) Safety, Risk and Strengths and Needs Assessment Tools to all referrals and cases.			☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Regular and consistent use of the SDM tools will promote the most efficient use of limited resources. Families with the highest level of need will receive service.	
Mile ston	**1.3.1** SDM training and protocol development.	Time fram	By August, 2011	Assi gned	Social Worker Supervisor, with assistance of staff and

					Agency Director
	1.3.2 Continue to apply Structured Decision Making Tools to all referrals and cases		Ongoing		All social worker staff, with oversight provided by Social Worker Supervisor
	1.3.3 Monitor areas of the child welfare system where Structured Decision Making is not being applied based on reports from Children's Research Center and data from Safe Measures. Give feedback to supervisors and staff in areas where compliance with goal is not being met.		Quarterly, beginning in September of 2011		Social Worker Supervisor, with assistance of staff

Strategy 1. 4 Increase Differential Response Services	☒ **CAPIT** ☒ **CBCAP** ☒ **PSSF**	**Strategy Rationale** Least restrictive placement will be achieved by prevention of entry/re-entry into the CWS system through family assessment, referrals to community based training such as parenting skills, respite/care and counseling.
	☐ **N/A**	

Milestone		**Timeframe**		**Assigned to**	
	1.4.1 Implementation of the Triple P® - Positive Parenting Program, which is a system of easy to implement, proven parenting solutions that helps solve current parenting problems and prevents future problems before they arise.		By June 2013		Assistant Director, with assistance of Social Worker Supervisor
	1.4.2 Continued support of counseling services provided through community resources, such as the Victim Witness program and Family Resource Center through referrals not warranting intervention by CWS.		Ongoing		Social Worker Supervisor, with assistance of staff, Agency Director and Assistant Director

	1.4.3 Continued support of respite care.		Ongoing		Social Worker Supervisor, with assistance of staff, Agency Director and Assistant Director

Outcome/Systemic Factor: Outcome Measure C4.1. Improve Placement Stability for kids in care 8 days – 12 months.

County's Current Performance: During the time period reviewed, Sierra County's performance was 66.7% for those with two or fewer placements, and 33.3% for those with more than two placements.

Improvement Goal 2.0 Improve Placement Stability for youth in care 8 days – 12 months to meet the National Standard/Goal of 86%.

Strategy 2. 1 Implementation and utilization of Wraparound services.	☒ **CAPIT** ☐ **CBCAP** ☒ **PSSF** ☐ **N/A**	**Strategy Rationale** Wraparound is designed to meet the complex needs of children who are involved with several child and family-serving systems (e.g. mental health, child welfare, juvenile justice, special education, etc.); who are at risk of placement in institutional settings; and, who experience emotional, behavioral or mental health difficulties.

Milestone		Timeframe	Assigned to
	2.1.1 Wraparound Implementation Plan submitted and approved by CDSS.	By June 2012	Social Worker Supervisor, with assistance of Agency Director and Assistant Director
	2.1.2 Train staff on Wraparound services and implement policies and procedures for the utilization of Wraparound services.	By September 2012, and ongoing	Services will be provided by CBO, as determined, with oversight by Social Worker Supervisor
	2.1.3	By June 2013	Social Worker Supervisor and CWS

	Fully implement and engage families in Wraparound services.				social workers

Strategy 2.2 Educate community members and agencies on services provided to CWS parents and families.	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** By educating the community about resource availability and engaging the community as much as possible in this process, it creates buy-in regarding certain programs offered for the purpose of child welfare services and changes the community's perception of offered services, ultimately contributing to placement stability by increasing placement options.

Milestone	Timeframe	Assigned to
2.2.1 Update information regarding CWS on the county website.	By December 2011.	Social Worker Supervisor, with assistance of Agency Director and Assistant Director
2.2.2 Educate all Health & Human Services staff on various components of CWS so that they may be informed proponents of the community-based services offered and cross-train staff between HHS departments (e.g. Public Health, Mental Health, Eligibility, etc.) so that they are better able to explain available services to the clients that they serve and who are seen across systems.	Begin by December 2011.	Administrative Secretary III, with assistance of CWS social workers, Social Worker Supervisor and Assistant Director
2.2.3 Reach out to community partners to form a collaborative relationship to better serve clients/consumers and connect them with those services and programs that will assist with things such as better parenting and how to avoid	By June 2013	

	contact with the CWS system.				
Strategy 2. 3 Utilize former CWS clients and/or parent partners to provide support to foster parents.		☐ CAPIT ☐ CBCAP ☒ PSSF ☐ N/A	**Strategy Rationale** The ability to refer clients to an established aftercare program developed especially for child welfare families leaving the system will allow for increased support for the families and some continuing accountability after they leave the child welfare system, thus decreasing the chances for recidivism and reentry.		
Milestone	**2.3.1** Collaborate with the Mental Health Services Act Coordinator in order to utilize the two parent partner and peer mentor positions already in place to facilitate the development of a foster care/caregiver support group or for bridging the gap during the reunification process between foster parents and biological parents is being suggested during the current plan period.	**Timeframe**	By December 2012	**Assigned to**	Social Worker Supervisor, with assistance of Agency Director and Assistant Director
	2.3.2 Begin education within the community and local school system regarding newly establish foster care/caregiver support group and promote utilization of this resource, as applicable.		By June 2013		Social Worker Supervisor, with assistance of Agency Director, Assistant Director and MHSA Coordinator
Outcome/Systemic Factor: Outcome Measure 2B & 2C. Timely Probation Officer Visits.					
County's Current Performance: We currently have no way to track Probation Officer – Foster Family visits. Once Sierra is fully utilizing CWS, this data will be able to be tracked accordingly.					
Improvement Goal 3.0 Increase the rate of Timely Probation Officer visits with youth in out-of-home placement to 100%.					
Strategy 3. 1 Increased utilization of CWS/CMS system for monthly visit		☐ CAPIT ☐ CBCAP	**Strategy Rationale**		

documentation by probation staff.			☐ PSSF ☒ N/A		
Milestone	**3.1.1** Train probation officers and office staff in CWS reporting requirements and procedures.	Timeframe	By June 2011	Assigned to	Social Worker Supervisor
	3.1.2 Work with CWS Social Worker Supervisor on policies and procedures for inputting data on behalf of probation, particularly if data entry responsibilities will remain with CWS staff.		By December 2011		Social Worker Supervisor, Chief Probation Officer, with assistance of CWS and probation staff, as applicable
	3.1.3 Regular, ongoing in-service training of probation personnel on the use of CWS/CMS.		Ongoing		Social Worker Supervisor and Chief Probation Officer
Strategy 3. 2 Timely Probation Officer visits.			☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale**	
Milestone	**3.2.1** Visit children in foster placement a minimum of one time per month	Timeframe	By July 2011 and ongoing	Assigned to	Chief Probation Officer and probation officers
	3.2.2 Input visitation data by the end of each month, with oversight of reporting and visitation requirements being assigned to the Chief Probation Officer monthly.		By July 2011 and ongoing		Social Worker Supervisor and Chief Probation Officer, with assistance of applicable assigned staff
	3.2.3				

Strategy 3.3			☐ CAPIT ☐ CBCAP ☐ PSSF ☐ N/A	Strategy Rationale	
Milestone	3.3.1	Timeframe		Assigned to	
	3.3.2				
	3.3.3				

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

None Noted.

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

Possible technical assistance for clarifying the parameters of relative and NREFM placement and balancing the need to place in the least restrictive environment with wanting an optimal situation for the child.

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

None.

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

None.

CWSOIP Narrative

Sierra County is a frontier community without a large tax base. There is a challenge in meeting the needs of the community with extremely limited resources. State and Federal funding sources have had a positive impact on children and families and are the primary source of funding for Child Welfare Services. At this time, Sierra County is exploring options for increasing Differential Response in the County and implementing wraparound services in the context of limited local resources.

	CWSOIP funds will be utilized to conduct targeted recruitment of caregivers, as identified previously in our selected outcomes. This will include updating the county website for this purpose and to assist in building relationships between parents and foster parents, as well as strengthening relationships with Mountain Circle and Environmental Alternatives through monthly meetings. Additionally, CWSOIP funds will be utilized to begin licensing our own foster families within the current plan period by identifying and completing training for foster care licensing and procedures, as well as the process for developing an approach to recruiting and retaining high quality caregivers within Sierra County. This will entail meeting with the community to educate them about foster families and the process of becoming a foster care provider prior to ultimately beginning licensure of foster families within Sierra County, not affiliated with neighboring county's FFAs. Being able to utilize community placements, rather than out-of-county FFAs, will improve stability in youth placements. Probation will continue to utilize the allocation to provide training to Probation staff in the Positive Achievement Change Tool (PACT) and enhancement and utilization of the Commence system, as necessary. PACT is a computer based program that assists with needs assessment and risk evaluation of juveniles on probation. The Commence system is used to track services provided to probation youth, document visits between probation and youth and provide reports to be used in assessment of services. Sierra County has identified several strategies that will effect and improve performance outcomes. Many of these strategies will occur through internal training and procedural practices. By utilizing CWSOIP funds for these efforts, Sierra County will improve their efforts in safety, permanency and well-being for children and families. This further supports the county's identified areas of improvement and will have a positive impact on meeting our performance measures.

Part II – CAPIT/CBCAP/PSSF Plan

Narrative	Information gathered in the PQCR, CSA and CWS/Probation planning process have all indicated the

	need for more options in regard to placement in the least restrictive environment and stability of those placements once made. Funding from CAPIT/ CBCAP and PSSF streams to community-based organizations to support these goals through programs offered by the Family Resource Center (FRC) and Toddler Towers, Inc. determined to be effective in attaining the desired outcomes. Such programs to be funded will include community education for the identification, recruitment and education of potential foster families, community-based parenting classes and implementation of Signs of Safety. Additionally, PSSF funds will be used to support Differential Response activities, as appropriate, as well as the development of a foster parent/relative support group. All of the programs chosen to be funded with CAPIT/CBCAP/PSSF funds will support family reunification as much as possible, which is the ultimate permanent plan for children in the child welfare services system. With services provided with this funding, it is hoped to reduce the incidence of entry into the CWS system, with lessened need for placement and/or reduced reentry as a result.
1. CAPC/ PSSF Collaborative	CBCAP funds are allocated by a Board of Supervisors Resolution to be administered by the Sierra County Child Abuse Council (SCCAC), along with the Children's Trust Fund. The SCCAC is incorporated as a non-profit corporation whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse or neglect. The SCCAC promotes public awareness of child abuse and neglect, promotes the resources available for intervention and treatment and makes funding recommendations to the County Board of Supervisors. The SCCAC also serves as the PSSF collaborative, which is the planning body for PSSF programs and funds. The SCCAC consists of representatives, including professional staff, agency staff, and community members. The SCCAC also works with the 14-county Sierra-Sacramento Regional Coalition of Child Abuse Prevention Councils to coordinate media outreach and acts as a convener of stakeholders for discussion about awareness building and prevention activities. The SCCAC coordinates child abuse prevention awareness efforts in April, and also disseminates information and education about topics such as "shaken baby syndrome" throughout the year. Following are the funds spent to support local child abuse prevention activities:

Fund	Dollar Amount
CAPIT	$54,000 Outsourced $6,000 Administrative Total: $60,000
CBCAP	$29,850 (+/-) Outsourced
PSSF Family Support	$10,000 Outsourced
CCTF	
Kids Plate	$75 (+/-) Outsourced
Other	$300 (+/-) Birth Cert Fees

2. CCTF Commission, Board or Council	The SCCAC is the Sierra County BOS designated entity to receive the CCTF monies and to utilize such funds for Board approved programs and/or projects relevant to child abuse and neglect prevention and intervention. CCTF information is published in the minutes of the CAPC; expenditures from the fund are approved by Council. Requisition and disbursal of the CCTF monies has been arranged with the Sierra County Auditor. The SCCAC must go before the BOS with a budget for approval of programs and/or programs in order to utilize said funding on an annual basis.
3. Parent Consumers	The SCCAC makes every effort to include parents on the council and has had parents serve as officers. Former clients have worked at the Family Resource Center, and their ideas for services and events have been utilized, developed and implemented accordingly. One such example is a yard sale that was recently held. Clients helped with its set up, organization of items and felt ownership with its success. Additionally, Family Resource/SCCAC members, attend school meetings with parents, such as IEP meetings and parent conferences as advocates. Parent consumers are invited to attend applicable training and their costs are covered whenever possible. Recruitment and retention of parents has been challenging at times due to shifting family commitments and work schedules that conflict with meeting times. Flexible meeting times are arranged, whenever possible, to meet the needs of parent consumers, and mileage reimbursement is offered for those parent consumers participating in meetings who request it.
4. Designated Public Agency	The Sierra County Department of Health and Human Services (SCHHS) is an umbrella agency, which includes the Department of Social Services, Public Health, Environmental Health, Mental Health and Alcohol and Other Drug Services, and is the BOS designated Public Agency to administer the CAPIT/CBCAP/PSSF programs for Sierra County. It is responsible for the monitoring of subcontractors, integration of local services, fiscal compliance, data collection, preparing amendments to the county plan, preparing annual reports and outcomes evaluation. Sierra County Social Services includes Child Welfare Services, Eligibility, Welfare to Work, Adult Protective Services (APS) and In-Home Supportive Services (IHSS). The Director of Human Services is

	responsible for the overall direction of the departments and actively participates in program development, community development and quality improvement efforts. The Director also represents Sierra County at statewide Child Welfare Directors Association (CWDA) meetings to ensure that issues facing small, frontier counties in California are being heard. The Assistant Director of Health and Human Services actively participates in day-to-day supervision, program supervision and completion of assignments. Sierra County Department of Child Welfare Services is co-located on the same small campus as all other departments under the umbrella of Sierra County Human Services. The main campus is located in Loyalton, California where a majority of the county population is located. A satellite office is located in Downieville, California, which is the County seat. The satellite office is used by all Sierra County Department of Human Services staff as needed.
5. Role of CAPIT/CBCAP/ PSSF Liaison	Sierra County Department of Health and Human Services has the primary responsibility for oversight and monitoring of grantees who are required to submit quarterly reports of program activities, services provided, participation data and expenditure reports, coordinating the integration of local services and attending board meetings of grantees at least quarterly to ensure continued collaboration, and gathering, storing and disseminating program information, including preparation of the annual report. The Liaison has the primary responsibility of coordination and oversight of these functions, and works closely with service providers in regard to data collection, tracking, analyzation and report compilation. Because the CDSS OCAP is the state lead agency for CAPIT/CBCAP/PSSF programs, the Liaison must inform the CDSS OCAP of any changes in Liaison/co-liaison contact information within 30 days of the change. This information may be submitted via OCAP-PND@dss.ca.gov or to the CDSS OCAP program consultant for the county
6. Fiscal Narrative	I. Sierra County Health & Humans Services Fiscal Department has designed their processes to maintain fiscal accountability in sub-recipient monitoring based on the Federal Guidelines as established in OMB Circular A-133.

		In the current CAPIT/CBCAP/PSSF plan, approved in 2006, Sierra County advances the CAPIT funds directly to their contractors on a monthly basis, twelve equal payments, throughout the fiscal year. The contractors are required to keep detailed budgets and be able to track the expenditures to outcomes. The CBCAP allocation is deposited to a trust account from which funds are disbursed upon receipt of invoice in April of each year. The invoice must have a summary of how the funds were disbursed and the contractor is required to keep a detailed budget and be able to track the expenditures to outcomes. The remainder of the CCTF funding is comprised primarily of the Kid's Plate fees, which can range from $49-$80 per year and birth certificate fees that average about $150 per year. These fees are deposited to the same trust account as the CBCAP allocation and are invoiced with CBCAP on an annual basis. The PSSF funds are advanced to Sierra County Social Services on a quarterly basis. The amount of funds advanced is determined by the expenditures of the prior quarter. PSSF is generally invoiced by the contractors two to three times a year. Each invoice must be accompanied by a summary of how the funds were expended in each of the four categories. The contractor is required to keep the detail tracking the expenditures to clients served (for confidentiality purposes) in their offices. Sierra County holds back $1000 of the $10,000 PSSF allocation for use in-house for Social Worker oversight when needed. Sierra County proposes keeping the processes much the same as they are in the new plan with the exception of the CAPIT process. Sierra County is planning to change the CAPIT process in the new plan by requiring the contractor(s) to invoice Sierra County on a monthly basis for CAPIT based expenditures, with supporting documentation submitted to the County for fiscal oversight. The CAPIT funds, which are received from the State quarterly, will be deposited to the trust account established for the CBCAP/CCTF fund and distributed from there.
	II.	In the current plan, Sierra County uses the PSSF funding as a match for CAPIT allowing

	both funding streams to be used to greater capacity for their intended purpose. The CAPIT funds are used to establish prevention driven programs within the community with the PSSF funds reserved for direct services to clients who are in need of one-to-one counseling and/or respite care in order to keep their families stable and intact. Leveraging the funds in this manner has allowed them to be used almost entirely for their intended purposes with no funding being streamed into administration at the County level. III. Sierra County assures that funds received are used to supplement, not supplant, other State and local public funds and services. IV. Sierra County has managed to expend PSSF funds according to the four services categories defined in the Adoptions and Safe Families Act of 1997(PL 105-90). However, because Sierra County is so small, there is the potential to under expend the Adoption Promotion and Support portion of the PSSF allocation. In the event this happens, Sierra County will provide a rationale and plan of correction per the requirements of the funding stream.
7. Local Agencies – RFP	As the designated public agency, Sierra County Health and Human Services makes the following assurances: o That a competitive process shall be used to select and fund programs. o That priority will be given to private, non-profit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention. o That agencies eligible for funding have or will provide evidence that demonstrates broad-based community support, and that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency. o That the project funded shall be culturally and linguistically appropriate for the populations

	served. o That training and technical assistance shall be provided by private, non-profit agencies to those agencies funded to provide services. o That services to minority populations shall be reflected in the funding of projects. o That projects funded shall clearly be related to the needs of children, especially those 14 years of age and under. o That the county complied with federal requirements to ensure that anyone who has or will be awarded funds has not been suspended or debarred from participation in an affected program. (For specifics visit: http://www.epls.gov/) o That non-profit subcontract agencies have the capacity to transmit data electronically. o For the use of CAPIT funds: that priority for services shall be given to children who are at high risk, including children who are being served by the county welfare departments for being abused and neglected, and other children who are referred for services by legal, medical, or social services agencies. o That the agency funded shall demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the CDSS.
8. CBCAP Outcomes	CBCAP programs are committed to providing services to children and families that increase protective factors and focus on family strengths to overcome obstacles. Long-term outcomes will be measured to ensure the delivery of useful and high quality services to local families served by the CBCAP funded program(s). For instance, in regard to increased placement with relatives or NREFMs, potential foster care providers will increase their knowledge of available community resources and how to become a foster care provider, ultimately increasing families' use of supportive networks. Currently, each funded program is required to have an evaluation component that addresses client satisfaction with services that are used to assess program effectiveness and for future planning purposes. Each program has its own procedures for doing evaluations, which is achieved primarily through staff monitored classes, personal interviews with participants, as well as interviews with clients. The liaison informs programs if additional data is needed or should be collected in a different manner and provides technical assistance, as needed, to contractors to ensure effective program operation and tracking. If corrective action is required, the liaison will oversee a process

	that identifies the issue and provide timelines and review of corrected action. Sierra County will continue to hold all service providers accountable for their participation in a county community partnership to improve outcomes for child safety, permanency and well-being. To that end, a comprehensive data collection and evaluation system will be implemented to track engagement and short-term, intermediate, and long-term outcomes, and other statistics required by the OCAP. This process will be delineated during the competitive process, and selected contractors will submit a quarterly report that will detail the efforts the agency is making in meeting service delivery targets, retaining qualified personnel, and monitoring expenditures.
9. Peer Review	The same core principles may be applied to peer review. Sierra County will look at how we are going to achieve peer review from an internal perspective that will: • Determine who near us is doing a comparable program, and review and discuss the results of each other's process for purposes of self-assessment. • Consider aspects of sustainability • Encourage the development of networks and mentoring. • Clarify areas for program improvement and develop long-range plans to enhance program practices. • Reinforce that child abuse and neglect prevention is the primary service outcome. • Promote accountability to peer programs, funders, the community and families that receive program services. • Provide an opportunity for technical assistance. The Family Resource Center (FRC) facilitates an informal review process for various FRC based programs throughout the county. The FRC shares knowledge and regularly works together to support other community-based programs with technical assistance and peer review throughout the year. A Peer Review Team will be developed, consisting of peers from other CBCAP funded programs, as well as community representatives through the CAPC/PSSF Collaborative, who will utilize the Program Self-Assessment Tools included as attachments herein, and as applicable.

10. Service Array	Countywide primary prevention efforts have been focused on promotion of child well-being and safety, provision of respite care, provision of parenting classes and availability of print media pertaining to child neglect and abuse and awareness. There has been a community-wide campaign to increase awareness of shaken baby syndrome. SCHHS emphasizes to CAPIT/CBCAP/PSSF and other contractors the need for adopting evidence-based practice models to ensure that services available to families are well tested and supported by research. Although resources are limited, it is recognized that evidence-based and evidence-informed practices will maximize the effectiveness of resources to achieve positive outcomes. Due to the extremely rural nature of the communities in Sierra County and the limited resources, lack of a service-related infrastructure include lack of public transportation in the context of limited opportunities for employment, limited housing for the disabled or those living in poverty and limited options for community-based support services, such as 12-step programs or homeless shelters. Lack of a community-based infrastructure for family support contributes to a need for increased pre-placement preventive services. Programs funded with CBCAP funds can foster the development of a continuum of preventive services through public-private partnerships; finance the start-up, maintenance, expansion, or redesign of specific family support services; maximize funding through leveraging of funds; and finance public education activities that focus on the promotion of child abuse prevention. **Promising Practices** • Provide support and training for foster parents. • Concurrent planning. • Provide placement specific services, such as transportation assistance, respite care and family counseling. • Child Services. • Increase worker retention. • Early intervention – providing detailed assessments of children and identifying risk factors. • Properly screen and recruit foster parents.

	• Tools to monitor and evaluate placement. Sierra County will promote the involvement of parent partners and peer mentors (parents and peers who have been successful in past personal involvement with CWS), juvenile courts and/or drug/alcohol systems to model and support success and to promote parents helping parents. By sharing their experiences and knowledge, these parent partners can give hope to parents involved with CWS. Parent partners and peer mentors can provide valuable support as the families go through what can be a very stressful and confusing time, and provide education and support through example and friendship. Programs funded with CBCAP funds can foster the development of a continuum of preventive services through public-private partnerships; finance the start-up, maintenance, expansion, or redesign of specific family support services; maximize funding through leveraging of funds; and finance public education activities that focus on the promotion of child abuse prevention. Inasmuch as SCHHS is an umbrella agency, capable of making program decisions for multiple departments, that participates in various multidisciplinary team meetings and collaborations, as well as regular CAPC meetings, appropriate funding decisions can adequately be made through these forums.
11. CAPIT/CBCAP/PSSF Services and Expenditure Summary	CAPIT/CBCAP/PSSF Services and Expenditure Workbook is attached hereto as separate Excel spreadsheet.
Attachment #1	**Sierra County PQCR Executive Summary**

NEXT STEPS AND FUTURE DIRECTIONS

Due to the identified challenges by the peer reviewers as part of our PQCR process, Sierra County has begun to implement some strategies to increase placement stability and improve documentation of case activities.

1. Initiated the process to resume county licensing of foster homes, in an effort to increase the number of homes available in county.

2. The department has adopted the CWS/CMS Court Report template.

Sierra County has also compiled the following as a preliminary overview of next steps for the CWS department.

1. Obtain additional training in CWS/CMS and explore the possibility of establishing a "help desk" with a neighboring county with more experience using the program.
2. Increase utilization of Structured Decision Making throughout the life of cases.
3. Implement a process for instant relative home placements to decrease the number of placement changes children experience.
4. Explore and adopt a formal participatory case planning process.
5. Develop a template to document concurrent plans and to aide in facilitating ongoing participation and discussion with families from the initial removal of the children.
6. Obtain additional training on family finding and implement a formal process to locate family members outside of the community.

Probation

Sierra County Probation has assembled the following as a preliminary list of next steps based on the information learned through the PQCR process.

1. Investigate resources available in neighboring counties which Sierra can utilize to support youth as they transition to adulthood.

Final Thoughts: The PQCR Process

Sierra County Child Welfare Services found the PQCR process to be productive and informative. It validated the department's strengths while reaffirming the challenges that must be met. The final document will provide a good foundation for going forward in the Child and Family Services Review process.

Upon reflecting upon the PQCR process the department would have liked to have allowed time for social workers to go through case files with the peer review teams to assist in locating information which the teams were unable to locate during their initial case review process.

Probation

Sierra County Probation found the PQCR process a valuable process in that it provided the impetus and tools to examine our practices in reference to the reunification of children with their families after placement. It reinforced some of the practices, and suggested improvement in others.

Attachment #2	Sierra County CSA Executive Summary

Description

The Sierra County Self-Assessment process has provided the County the opportunity to conduct a thorough analysis of the County's performance in key outcome areas. An overarching theme that emerged throughout the assessment process reflects that even with the limited resources afforded a small rural county, there is positive ongoing collaboration among agencies and various vehicles for interagency planning and coordination to achieve positive outcomes for youth and their families. There are strong family ties in the county and the community is very close and supportive.
Additionally, ongoing training efforts have shown some success and wraparound services are helping keep families together in the community.

Future Strategies

The strategies for the future are based on the information received during the PQCR, the CSA process and a review of the data. The strengths identified throughout the PQCR and CSA process will be maintained and enhanced when possible. The county will use all opportunities and resources to seek continuous improvement in the delivery of child welfare services. In an effort to build on the system strengths and address outcome and system areas that need improvement, the following initial strategies will be considered as Child Welfare and Probation plan for the development of the Sierra County System Improvement Plan (SIP).

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

Continue utilization of SDM to assess safety and risk and ongoing collaboration with prevention and service providers.

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

A delay in data entry is typically found at the root of dips in timeliness. The CWS supervisor is utilizing business objects and working closely with CWS staff to ensure timely service delivery and system inputs.

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

Composite 1 Reunification and Re-entry

Develop a standard procedure for the use of SDM throughout the life of a case to assure comprehensive assessments of family strengths and risk and safety are completed at all stages of case planning.

Establish formal team decision making meetings on a regular basis to address placement issues and stability, family strengths and needs, case planning and family engagement.

Composite 2 Adoptions

Continue to strengthen the relationship with State Adoptions and enhance concurrent planning efforts.

Composite 3 Long Term

Establish family finding practices to increase number of youth placed with relatives.

Composite 4 Placement Stability

Establish a system to expedite the approval of relative placement to decrease number of

placement changes.

Permanency Outcome 2: The family relationship and connections of children served by the CWS will be preserved, as appropriate

Implementation of Wraparound Services for Children in CWS aims to reduce higher level group home placements by providing intensive supports and services to the child and family to keep them in their current home or lower level placement.

Due to the identified challenges by the peer reviewers as part of the PQCR process, Sierra County has begun to implement some strategies to increase placement stability and improve documentation of case activities.

1. The County has Initiated the process to resume county licensing of foster homes in an effort to increase the number of homes available in county.
2. The department has adopted the CWS/CMS Court Report template.

Sierra County has also compiled the following as a preliminary overview of next steps for the CWS department.

1. Obtain additional training in CWS/CMS and explore the possibility of establishing a "help desk" with a neighboring county with more experience using the program.
2. Increase utilization of SDM throughout the life of cases.
3. Implement a process for instant relative home placements to decrease the number of placement changes children experience.
4. Explore and adopt a formal participatory case planning process.
5. Develop a template to document concurrent plans and to aide in facilitating ongoing participation and discussion with families beginning with the initial removal of the children.
6. Obtain additional training on family finding and implement a formal process to locate family members outside of the community.

Sierra County Probation will investigate resources available in neighboring counties such as ILP that Sierra can utilize to support youth as they transition to adulthood.

Appendix

3 OCAP Check List

County Name:	Sierra
Start date of System Improvement Plan:	March 12, 2011
End date of System Improvement Plan:	March 12, 2014

No	Page in Guide	Element	Element Present (provide page no.)	Element Not Present	Element N/A
		CONTACT INFORMATION			
1	21	Name, mailing address, e-mail address and phone number of lead agency (BOS Designated Public Agency to administer CAPIT/CBCAP/PSSF programs).	2		
2	21	Name, mailing address, e-mail address and phone number of CAPIT liaison.	4		
3	21	Name, mailing address, e-mail address and phone number of CBCAP liaison.	4		
4	21	Name, mailing address, e-mail address and phone number of PSSF liaison.	4		
		APPROVALS			
5	21	Evidence that the plan was approved and signed by the BOS.	4		
6	21	Evidence that the plan was approved and signed by the BOS designated public agency to administer CAPIT/CBCAP/PSSF.	3		
7	21	Evidence that the plan was approved and signed by the CAPC representative.	3		
8	21	Evidence that the plan was approved and signed by parent consumer/former consumer if the parent is not a member of the CAPC.	3		
9	21	Evidence that the plan was approved and signed by PSSF Collaborative representative, if appropriate.	3-4		
		CAPC			
10	22	Description of the structure and role of the local CAPC.	27		
11	22	Proposed dollar amount from CAPIT, CBCAP, PSSF Family Support, CCTF, KidsPlate, or other funds that will be used to support the local CAPC.	27		

		Promoting Safe and Stable Families (PSSF) Collaborative			
12	23	Description of the membership or the name of the agency, commission, board or council designated to carry out this function. If the county does not have a PSSF collaborative, description of who carries out this function.	27		
		County Children's Trust Fund (CCTF) Commission, Board or Council			
13	23	Description of the CCTF membership or identification of the name of the commission, board or council designated to carry out this function.	28		
14	23	Description of how and where the county's children's trust fund information will be collected and published.	28		
		PARENTS/CONSUMERS			
15	23	Description of activities and training that will be implemented to enhance parent participation and leadership.	28		
16	23	Description of how parents will be involved in the planning, implementation and evaluation of funded programs.	28		
17	23	Description of any financial support that will be provided for parent participation.	28		
		FISCAL NARRATIVE			
18	24	Description of processes and systems for fiscal accountability, including the established or proposed process for tracking, storing, and disseminating separate CAPIT/CBCAP/PSSF and Children's Trust Fund fiscal data as required.	29		
19	24	Description on how funding will be maximized through leveraging of funds for establishing, operating, or expanding community-based and prevention-focused programs and activities.	30		
20	24	Assurance that funds received will supplement, not supplant, other State and local public funds and services.	30		
21	24	Does the attached CAPIT/CBCAP/PSSF Expenditure Summary demonstrate a minimum of twenty (20) percent to each service category for PSSF funds? If not, a rationale is provided. A plan of correction is also provided to meet compliance in this area.	Yes		

			LOCAL AGENCIES – REQUEST FOR PROPOSAL (Narrative regarding the following is present in the SIP)			
	22	25	Assurance that a competitive process was used to select and fund programs.	31		
	23	25	Assurance that priority was given to private, nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention.	31		
	24	25	Assurance that agencies eligible for funding provided evidence that demonstrates broad-based community support and that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency.	31		
	25	25	Assurance that the project funded shall be culturally and linguistically appropriate to the populations served.	31		
	26	25	Assurance that training and technical assistance shall be provided by private, nonprofit agencies to those agencies funded to provide services.	32		
	27	25	Assurance that services to minority populations shall be reflected in the funding of projects.	32		
	28	25	Assurance that projects funded shall clearly be related to the needs of children, especially those 14 years of age and under.	32		
	29	25	Assurance that the county complied with federal requirements to ensure that anyone who has or will be awarded funds has not been suspended or debarred from participation in an effected program. (for specifics visit: http://www.epls.gov/)	32		
	30	25	Indicates that non-profit subcontract agencies have the capacity to transmit data electronically.	32		
	31	25	For the use of CAPIT funds, assurance that priority for services shall be given to children who are at high risk, including children who are being served by the county welfare departments for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies.	32		

32	26	For the use of CAPIT funds, assurance that the agency funded shall demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the State Department of Social Services.	32		
		CBCAP Outcomes:			
33	26	Description of the plan to evaluate Engagement Outcomes.	32		
34	26	Description of the plan to evaluate Short Term Outcomes.	33		
35	26	Description of the plan to evaluate Intermediate Term Outcomes.	33		
36	26	Description of the plan to evaluate Long Term Outcomes.	33		
		Peer Review			
37	26	Description of intended CBCAP peer review activities.	33		
		Service Array			
38	26	Description of how CAPIT/CBCAP/PSSF funded services are coordinated with the array of services available in the county.	34		
		CAPIT/CBCAP/PSSF SERVICES AND EXPENDITURE SUMMARY			
39	26	Submits an **electronic copy** in excel format of the CAPIT/CBCAP/PSSF Services and Expenditure Summary that contains a comprehensive expenditure plan for CAPIT/CBCAP/PSSF.	Work book		
40	26	Submits a **hardcopy** of the CAPIT/CBCAP/PSSF Services and Expenditure Summary that contains a comprehensive expenditure plan for CAPIT/CBCAP/PSSF.	Work book		
41	27	CAPIT/CBCAP/PSSF Services and Expenditure Summary contains the cross reference to the CSA of the unmet need for each of the planned programs and/or activities.	Work book		
42	27	CAPIT/CBCAP/PSSF Services and Expenditure Summary provides and inventory of the planned programs/strategies.	Work book		
43	27	A half page description for each of the planned programs is attached to the SIP.			
		CBCAP Services and Expenditure Summary Sheet			
44	excel worksheet	The level of evidence-based or evidence-informed using the Program Assessment Rating Tool (PART) has been determined for programs/practices funded by CBCAP.			

45	Excel worksheet	Identification on whether the logic model exists for CBCAP funded programs or whether it will be developed.			
		BOS RESOLUTIONS			
46	28	Board of Supervisors (BOS) resolution approving the SIP is attached.			
47	28	BOS resolution establishing a Child Abuse Prevention Council (CAPC) is attached.			
48	28	BOS resolution identifying the Commission, Board or Council for administration of the County Children's Trust Fund (CCTF) is attached.			
		ROSTERS			
49	28	Copy of the Child Abuse Prevention Council (CAPC) roster is attached.			
50	28	Copy of the PSSF Collaborative roster, if appropriate, is attached.			
51	28	Copy of County Children's Trust Fund (CCTF) roster is attached.			
52	28	Copy of the SIP Planning Committee roster. List should contain the name, title and affiliation of the individuals involved in SIP planning process. List includes parents, local nonprofit organizations and private sector representatives. Roster identifies the required core representatives.			
		ASSURANCES			
53	28	Attach the "Notice of Intent" letter identifying the public agency(s) to administer CAPIT/CBCAP/PSSF programs. The letter also confirms the county's intent to contract.			

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