

Del Norte County  
California Child and Family Services Review

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System Improvement Plan Annual Update  
Conducted For



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Del Norte County  
Child Welfare Services and Juvenile Probation  
Department

January 2012

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**Report Prepared by:**

Del Norte County Health and Human Services Agency,  
Child Welfare Services

Del Norte County Probation Department

**Report Submitted to:**

California Department of Social Services Children's Services Division

## Acknowledgements

Del Norte County Department of Health and Human Services and Del Norte County Probation Department would like to acknowledge the following for their partnership in the preparation of the 2011 System Improvement Plan.

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9 foster youth*		Probation and CWS	Foster Youth

\* Foster youth participated in a focus group

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Gretchen Stuhr	Deputy County Counsel	Del Norte County Counsel	County Counsel
Karen Sullivan	Educational Liaison	Del Norte County Unified School District	Foster Youth Services /Education

# California's Child and Family Services Review

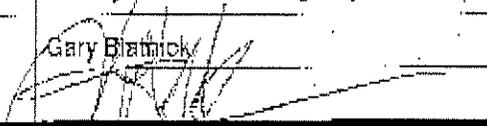
## System Improvement Plan Annual Update

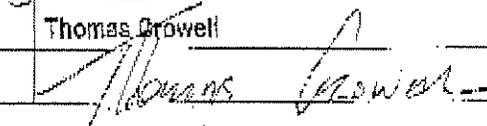
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Responsible County Child Welfare Agency	Department of Health and Human Services
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# **A. The System Improvement Plan Narrative**

## **1. Background**

Pursuant to AB 636, effective January 2004, Child Welfare Services Outcome and Accountability System began operation in California. The system operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes, primarily on measuring outcomes in the areas of Safety, Permanence and Child and Family Well-Being.

California Outcomes and Accountability System (COAS), also known as the California Child and Family Services Review (C-CFSR), include three processes which together provide a comprehensive picture of county child welfare practices. The Peer Quality Case Review (PQCR) is the first component of the COAS process, followed by the County Self Assessment (CSA) and finally the System Improvement Plan (SIP). The SIP process requires the county child welfare services the probation department to collaboratively develop a comprehensive plan which focuses on services to families from prevention through intervention (the entire continuum of care). To this end, the SIP includes the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) Three-Year Plan.

## **2. Del Norte County System Improvement Plan**

### **A. The SIP Planning Process and Team Membership**

The Del Norte County Department of Health and Human Services (DHHS), Social Services Branch – Child Welfare Services and Del Norte County Juvenile Probation Department conducted two meetings and one focus group to prepare for the current System Improvement Plan.

The first meeting was held on October 26, 2010. Participants included staff from Child Welfare Services, Probation Department, Community Care Licensing, and Foster Youth Services. The second meeting held on November 17, 2010, was attended by the core representatives and recommended stakeholders. The focus group held during the monthly Independent Living Program meeting on November 22, 2010 was attended by foster youth and was facilitated to elicit feedback relevant to the four outcome areas identified for improvement over the next three

years. Part of the focus group included a brief overview of the SIP process as well as information gathered from the PQCR and the CSA. The stakeholder meetings and the focus group provided attendees opportunity to provide input regarding child abuse prevention and intervention.

Additionally, the Blue Ribbon Commission (BRC) was integral to the SIP planning process. The Del Norte BRC first convened in February, 2009 and focused on educating the group regarding available services. The group next assessed gaps in services for children and families within the community, followed by workgroup formation to address remaining service needs. These needs are especially relevant to the SIP as they are consistent with a number of strategies also identified to meet outcome goals. They are:

- Resource Family Recruitment and Retention
- Re-implementation of Differential Response
- Home Visiting Services
- Youth Mentoring Services

Many of the BRC team members participated in the PQCR, CSA, and BRC Workgroups

**B. System Improvement Core Representatives and Recommended Stakeholders**

Del Norte County Department of Health and Human Services, Child Welfare Services and Del Norte County Probation Department would like to acknowledge the individuals and organizations involved in the System Improvement Planning process. Their contributions and recommendations were invaluable to the process and the development of this report.

- Adult and Family Services
- Court Appointed Special Advocate (CASA)
- Child Abuse Prevention Council/Children's Trust Fund
- Child Welfare Services
- Community Assistance Network
- Del Norte County Counsel
- Del Norte County Unified School District
- Foster Youth
- Mental Health Branch
- Parent Consumer
- Probation Department
- Remi Vista, Inc

- Rural Human Services
- Smith River Rancheria
- In addition to the core representative listed above, resource caregivers and Public Health representative were invited to participate.

### **C. Data Sources**

The Del Norte SIP Team utilized data from the October 2010 (Q1 10) CWS Outcomes System Summary Reports published by UC Berkeley Center for Social Services Research (CSSR) and Safe Measures.

Furthermore, both the quantitative and qualitative information gathered during the PQCR and CSA were reviewed with Safe Measures.

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Simmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Service Reports for California* for Del Norte County. Retrieved from University of California Berkeley Center for Social Services Research website.  
URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

Children's Research Center Safe Measures Data, Del Norte County CWS/CMS Reports from Children's Research Center website.URL: [www.safemeasures.org/ca](http://www.safemeasures.org/ca)

### **D. Decision Making**

Del Norte County Department of Health and Human Services (DHHS), Child Welfare Services and the Del Norte County Probation Department ensured a collaborative decision making model was utilized amongst SIP team members when determining SIP priorities. Priorities for the SIP were determined via several methodologies (1) stakeholder input, (2) current child welfare quarterly outcome data, (3) recommendations received from the PQCR and CSA, (4) budgetary realities and consultation with DHHS and Probation Administration, (5) consultants from CDSS, OCAP and the University of California at Davis Northern Training Academy.

## **3. Outcomes Identified for Improvement**

The outcomes and accountability system has established core child welfare outcomes that are the foundation to promoting best practice and

providing for the needs of children in California. The California Child and Family Services Review (C-CFSR) data indicators are specific to the safety, permanency and well-being of children in the child welfare system.

## **A Peer Quality Case Review (PQCR) Overview**

Del Norte County Department of Health and Human Services, Child Welfare Services and the Del Norte County Probation Department conducted their Peer Quality Case Review (PQCR) in January 2010. The on-site review for both agencies was conducted simultaneously on January 22-23, 2010.

The Reunification Composite Measure C1.1 was selected as the focus area as performance in this measure has been consistently below the federal goal. Reunification practices were analyzed so as to consider potential program changes or new directions thereby increasing the rate of reunification (i.e., improving outcomes) without also increasing the foster care re-entry rate.

### **Measure C1.1 Definition**

*Of all children discharged from foster care to reunification during the year who had been in foster care for 8 days or longer, what percent were reunified in less than 12 months from the date of the latest removal from home?*

The following list of recommendations for both Child Welfare Services and Probation Department were identified during the PQCR. These recommendations provided the SIP team with a platform from which to identify SIP goals.

### **i. PQCR Recommendations or Next Steps for CWS**

- Del Norte CWS will work with the local Blue Ribbon Commission to identify services gaps or insufficiencies in serving children and families.
- CWS will explore and adopt a formal participatory case planning process.
- Early engagement strategies will be explored and a uniform method adopted in order to standardize early client participation in services.

- Work with the regional contractor for care provider training to provide current and practical training to relative and foster parent caregivers.
- Increased training of CASA volunteers.
- Develop court mediation process whereby clients and their attorneys can agree to earlier participation in services.
- 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.

**ii PQCR Recommendations or Next Steps for Probation Department**

- The Del Norte County Probation Department will increase communication and collaboration with biological families even when reunification is not the case plan goal.
- Juvenile Probation will seek additional training for family engagement practices and seek information from Child Welfare Services to better work with the families.
- Juvenile Probation will strive to utilize all available services in the county and seek information on new and emerging services as to meet clients' needs.

**B. County Self Assessment Overview**

The Del Norte County Self Assessment, completed June 2010, provided a focused analysis of all C-CFSR Federal Outcomes for both Child Welfare Services and Probation Department data. It also included input from various stakeholders whom identified the following themes as areas needing improvement. These themes were incorporated in the prioritization and selection of outcomes for the CWS/Probation System Improvement Plan.

**i Placement Stability and Permanency**

Several factors were identified regarding placement stability and permanency for Child Welfare Services and Probation Department including length of time in placement; severity of children's needs;

and care provider experience and training. As a means to both prevent disrupted placements and promote permanency, additional training will be provided to resource care providers, specifically focusing on how to deal with challenging behaviors and mental health issues of the children in their care.

**ii. Recruitment, Retention and Training of Foster Parents and Relative/NREFM Homes**

The following concerns collectively illustrate the need for improvement in Del Norte County's Child Welfare Services (CWS) and Probation Department's recruitment and retention of foster homes:

- Del Norte County CWS and Probation place youth in out of county homes because there are not an adequate number of foster home within the county and there are no therapeutic treatment facilities. Placement outside the County compromises the ability to repair family relationships and can negatively affect family reunification.
- Out of county placements can also impacts the child in other ways. They must leave their school, neighborhood, friends and community when they move to an unfamiliar area.
- When children are placed out of county, social workers and probation officers spend time and resources traveling to visit the children. If there were more children placed within the county these resources could be used more effectively.

Local tribes also have few placement resources. Efforts are currently being made within these communities to recruit more tribal foster care providers allowing tribal children to be initially and continuously placed in tribe specified homes.

**iii. Practice Models**

Three practice models were proposed during the CSA that are incorporated in the current SIP.

- Concurrent planning documentation will be formalized in a structured and consistent manner.

- A formal process for *Participatory Case Planning* (PCP) for both CWS and the Probation Department will be selected and implemented.
- Both the Probation Department and CWS have training needs in *early family search and engagement strategies*. Both agencies will benefit from expansion of efforts beginning at intake and continuing throughout the lifespan of the case

### C. Outcomes Needing Improvement

In review of Q1 2010 data (Needel et al, 2009)<sup>1</sup>, the county did not meet federal standards for the following outcome measures:

#### i. **Safety Outcome 1: Children are first and foremost protected from abuse and neglect.**

**Measure: S1.1: No Recurrence of Maltreatment:** Of all children who were victims of a substantiated maltreatment allegation within a specified 6-month period, what percentage were not victims of another substantiated allegation within the next 6-month period?

Federal Standard:  $\geq 94.6\%$   
Del Norte County: 84.6 (126 out of 149)

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

##### Composite #1

**Measure: C1.1: Reunification within 12 months (exit cohort):** Of the number of children that exited foster care in a specific year, what percentage of children were discharged within 12 months of latest removal?

Federal Standard:  $\geq 75.2\%$   
Del Norte County: 60.6% (20 out of 33)

**Measure: C1.2: Median Time to Reunification (exit cohort):** Of all children discharged from foster care to reunification during a specified

<sup>1</sup> [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

year, what was the median length of stay (in months) from the date of latest removal from home until discharged to reunification?

Federal Standard:  $\leq 5.4$  months

Del Norte County: 10.8 months

**Measure: C1.3: Reunification within 12 Months (entry cohort):** Of all the children discharged from foster care for the first time in a specified 6 month time period, what percent were discharged from foster care to reunification in less than 12 months from the date of the removal.

Federal Standard:  $\geq 48.4\%$

Del Norte County: 40.0% (4 out of 10)

**Measure: C1.4: Reentry following Reunification (exit cohort):** Of the children who reunified with their parent or guardian after being in foster care, what percentage of the children reentered foster care in less than 12 months from the date of reunification?

Federal Standard  $\leq 9.9\%$

Del Norte County: 29.8% (17 out of 57)

## **Composite #2**

**Measure: C2.3: Adoption within 12 months (17 months in care):** Of the children in foster care for 17 continuous months or longer on the first day of a specific year, what percent were discharged to a finalized adoption by the last day of that specific year?

Federal Standard:  $\geq 22.7\%$

Del Norte County: 21.1 % (4 out of 19)

## **Composite #3**

**Measure: C3.1: Exits to Permanency (24 months in care):** Of the children in foster care for 24 months or longer during a specified year, which children were discharged to a permanent home by the last day of that year and prior to turning 18?

Federal Standard:  $\geq 29.1\%$

Del Norte County: 21.4% (3 out of 14)

**Measure C3.3: In Care 3 years or longer (emancipated or age 18 in care):** Of all the children in foster care during a specific year who were

either discharged to emancipation, or turned 18 while still in care, what percentage of children had been in foster care for 3 years or longer?

Federal Standard:  $\leq 37.5\%$

Del Norte County: 33.3 % (1 out of 3)

#### **Composite #4**

##### **Measure: C4.3 Placement Stability (At Least 24 Months in Care):**

Of the children in foster care during a specific year that were in foster care for at least 24 months, what percentage of children had two or fewer placement settings?

Federal Standard:  $\geq 41.8\%$

Del Norte County: 8.3% (2 out of 24)

### **2012 Annual Update for Outcomes Needing Improvement**

After reviewing (Q2 2011) data (Needel et al, 2009)<sup>2</sup>, for the annual update, it was found that Del Norte County did not meet the federal standards for the following outcome measures:

#### **i. Safety Outcome 1: Children are first and foremost protected from abuse and neglect.**

**Measure: S1.1: No Recurrence of Maltreatment:** Of all children who were victims of a substantiated maltreatment allegation within a specified 6-month period, what percentage were not victims of another substantiated allegation within the next 6-month period?

Federal Standard:  $\geq 94.6\%$

(Q2 2011) Del Norte County: 94.1% (80 out of 85).

This is an increase of 9.5% from Q1 2010 data. If 1 more child had NOT had a second substantiated allegation of abuse or neglect, the county would have met the federal standard. Although the current data does not meet the federal standard, it surpassed the current SIP Goals of 90%.

Despite three collaborative attempts to secure funding, the county has not been able to secure funding for the reimplementation of Differential Response within the community. The Differential Response approach with the local Native American communities continues to work well. Child

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<sup>2</sup> <http://www.childsworld.ca.gov/res/CtyReport/Nov11/nov11delnorte.pdf>

Welfare works with the Yurok Tribe and Smith River Rancheria to collaboratively meet the needs of families prior to formal CWS intervention. Referrals with medical concerns not meeting the criteria for response continue to be forwarded to Public Health. The county will continue to search for additional funding.

Ten out of thirteen social workers have been trained in Motivational Interviewing, however with the implementation of Signs of Safety the Department of Health and Human Services has concentrated on building interview skills using Solution Focused Interviewing; part of the SOS service delivery model. Due to this focus, Child Welfare will be **deleting** Motivational Interviewing as a strategy in the SIP. The Probation Department continues to keep Motivational Interviewing as one of their strategies.

Implementation of Signs of Safety began in Emergency Response and Voluntary Family Maintenance with CWS in 2011. This model has been instrumental in more accurately identifying safety factors versus complicating factors allowing the family and the social worker to develop a stabilizing safety plan that all parties agree upon. SOS will be implemented in the Court Unit in 2012.

Development of a Parent Partner program will be **deleted** from the SIP as a strategy. Insufficient current available funds and the State Budget Realignment have resulted in fiscal uncertainties in the near future. No new programs or services will be adopted until there is more clarity with respect to Child Welfare funding.

Another key component to improving the S1.1 outcome was performing targeted reviews using Safe Measures of those referrals with a recurrence of abuse and/or neglect from January 2008 through December of 2009. There were a total of 22 secondary substantiated referrals from 1-1-08 to 12-31-09 that should **not** have been entered in CWS/CMS as new referrals, but instead should have been entered as an associated/secondary referral. If these referrals had been associated correctly, it would have increased our no recurrence rate of maltreatment in referrals by about 5%. We will continue to monitor referrals and continue to train staff in the ER unit to maintain efficient data entry.

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

## Composite #1

**Measure: C1.1: Reunification within 12 months (exit cohort):** Of the number of children that exited foster care in a specific year, what percentage of children were discharged within 12 months of latest removal?

Federal Standard:  $\geq 75.2\%$   
(Q2 2011) Del Norte County 60.9% (14 out of 23)

This is an increase toward the standard. If 4 more children had been discharged within 12 months of latest removal, the county would have met the federal standard.

The county will continue to work towards improvement in this standard through the implementation of the Signs of Safety model in ongoing services. This will enable a more focused approach to services directly impacting safety of the child. The reunification process can become slowed down when complicating factors are part of the discharge decision.

**Measure: C1.2: Median Time to Reunification (exit cohort):** Of all children discharged from foster care to reunification during a specified year, what was the median length of stay (in months) from the date of latest removal from home until discharged to reunification?

Federal Standard:  $\leq 5.4$  months  
(Q2 2011 data) Del Norte County 10.9 months.

This is a slight increase away from the federal standard. The county will continue to work on improving this standard.

**Measure: C1.3: Reunification within 12 Months (entry cohort):** Of all the children discharged from foster care for the first time in a specified 6 month time period, what percent were discharged from foster care to reunification in less than 12 months from the date of the removal.

Federal Standard:  $\geq 48.4\%$   
(Q2 2011)-Del Norte County: 29.4%. (5 out of 17)

This is a 10.6% decrease away from the federal standard. If 3 more children had been discharged from foster care to reunification in less than 12 months, the county would have met the federal standard.

As with all measures, Del Norte County data is not well reflected when outcomes are reported in percentages. The difference of three children from meeting the Federal Standard can be the result of a single family's efforts versus an indicator of a systemic problem.

**Measure: C1.4: Reentry following Reunification (exit cohort):** Of the children who reunified with their parent or guardian after being in foster care, what percentage of the children reentered foster care in less than 12 months from the date of reunification?

Federal Standard  $\leq 9.9\%$   
(Q2 2011)-Del Norte County: 19.5 (8 out of 41).

This is a decrease of 10.3% toward the federal standard. If 4 fewer children had re-entered foster care, the county would have met the federal standard.

As with all measures, Del Norte County data is not well reflected when outcomes are reported in percentages. The difference of four children from meeting the Federal Standard can be the result of a single family's efforts versus an indicator of a systemic problem.

The county will continue to work on this outcome through the implementation of a family Team meeting model consistent with Signs of Safety. Additional sessions of Dina Dinosaur will give more caregivers and children the opportunity to regulate parent/child behavior in positive ways thus improving the rate of successful reunification. A more focused analysis of current Family Search and Engagement practices in order to maintain connections for the dependent and/or ward will be moved to year two of the plan.

## **Composite #2**

**Measure: C2.3: Adoption within 12 months (17 months in care):** Of the children in foster care for 17 continuous months or longer on the first day of a specific year, what percent were discharged to a finalized adoption by the last day of that specific year?

Federal Standard:  $\geq 22.7\%$   
(Q2 2011) Del Norte County: 4.5% (1 out of 22).

This is a decrease of 16.6% away from the federal standard. If 4 more children were discharged to a finalized adoption, the county would have met the federal standard.

Federal Standard:  $\leq 37.5\%$   
(Q2 2011)-Del Norte County: 57.5%( 4 out of 7)

This is an increase of 24.2% away from the standard. If 2 more children who were discharged were in care for less than 3 years, the county would have met the federal standard.

The inability to meet this outcome is in part due to those youth emancipating who are part of the cohort with stable long term placements, as previously discussed.

#### **Composite #4**

##### **Measure: C4.3 Placement Stability (At Least 24 Months in Care):**

Of the children in foster care during a specific year that were in foster care for at least 24 months, what percentage of children had two or fewer placement settings?

Federal Standard:  $\geq 41.8\%$   
(Q2 2011) Del Norte County: 32% (8 out of 25)

This is an increase of 23.7%. Although the county is short of the federal standard, the county surpassed the SIP goal for this outcome. If 3 more children had fewer than two placements, the federal standard would have been met.

While still below the federal standard, implementation of a standardized practice for documenting and accessing family search information, using family group meetings as settings to discuss placement and increasing the pool of foster parents will allow for an increased placement options.

**Measure: 2C Timely Social Worker Visits with Child:** Of the children requiring a caseworker contact during a specified month, what percentage of children received the contact in a timely manner?

State Standard:  $\geq 90\%$   
(Q2 2011) Del Norte County: 88.1% (126 out of 143)

If 2 more children had been visited during this month, the federal standard would have been met.

Steady improvement on this standard has brought the county very close to meeting the federal standard over the last year. Strategies have been employed to cover contact responsibilities when case managers are out of

This measure is relatively constant due to a cohort of children who remain placed in out of home care. These children have been determined to be unadoptable due to cultural preference or lack of an adoptive placement.

**Measure: C2.4: Legally Freed within 6 months (17 months in care)** Of the children who were in foster care for 17 months or longer and not legally free for adoption on the first day of the specified period of time, what percentage then became legally free for adoption within the next 6 months?

Federal Standard  $\geq$  10.9%  
(Q2 2011) Del Norte County: 0% (0 out of 17)

If 2 more children had become legally free for adoption within 6 months, the county would have met the federal standard.

This measure is relatively constant due to a cohort of children who remain placed in out of home care. These children have been determined to be unadoptable due to cultural preference or lack of an adoptive placement.

### **Composite #3**

**Measure: C3.1: Exits to Permanency (24 months in care):** Of the children in foster care for 24 months or longer during a specified year, which children were discharged to a permanent home by the last day of that year and prior to turning 18?

Federal Standard:  $\geq$  29.1%  
(Q2 2011) Del Norte County: 12.5% (2 out of 16)

This is a decrease of 8.9% away from the standard. If 3 more children had been discharged to a permanent home by the last day of that year, the county would have met the federal standard.

This measure is relatively constant due to a cohort of children who remain placed in out of home care. These children have been determined to be unadoptable due to cultural preference or lack of an adoptive placement.

**Measure C3.3: In Care 3 years or longer (emancipated or age 18 in care):** Of all the children in foster care during a specific year who were either discharged to emancipation, or turned 18 while still in care, what percentage of children had been in foster care for 3 years or longer?

the office. With 13 social workers one extended absence has the potential to negatively impact this measure.

#### **D. SIP Target Outcomes**

As in other counties with small populations, data is volatile. One child or one sibling group in care can make the difference in meeting a standard or not. Outcomes were not selected based on the current quarter's data alone but rather based on the historical resistance to improvement or current downward trend, and recommendations received in the PQCR and CSA. With those guiding principles, the following outcome measures were selected for the 2011-2014 Self Improvement Plan.

##### **i. Measure: S1.1: No Recurrence of Maltreatment:**

**Goal Selection Process:** In Q1 2010 (Needell et al, 2009)<sup>3</sup>, the county's no recurrence rate was 84.6% or exactly 126 out of 149 children were **not** victims of another substantiated allegation within the subsequent 6 months. This performance is below the federal standard of 94.6% and the state's performance of 98.4% for the same time period.

Safe Measure data<sup>4</sup> indicated that between 2007- 2009 Del Norte County workers promoted only 38.3% of high risk, substantiated and 55.6% of very high risk, substantiated investigations for services. These families are likely to have a recurrence of abuse or neglect. Currently, there are limited services available to meet the needs of this population.

**Goal:** Del Norte County Child Welfare and Probation Department will improve performance on this measure from the baseline (Q1 2010) of 84.6% to 90% by providing additional community based and child welfare prevention and early intervention services within the limitations of current fiscal realities. Specifically, the county will work with local partners to assist with locating outside funding to re-implement the community based Differential Response program. Internally, Child Welfare Services has consistently decreased staffing over the last five years in response to budget reductions, reducing the county's ability to serve voluntary clients. Over the next three years, Child Welfare Services will look at ways of restructuring and reallocating resources for prevention and early intervention services. For example, programs such as Parent Partners, Family Group Decision Making, and Motivational Interviewing will be implemented or expanded in an effort to prevent further substantiated allegations and progression into the dependency process.

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<sup>3</sup> [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

<sup>4</sup> <https://safemeasures.org/ca>

**b. 2012 Annual Update for Measure S1.1: No Recurrence of Maltreatment:**

In Q2 2011 (Needell et al, 2009)<sup>5</sup> the county's data was 94.1% or 80 out of 85 children were not victims of another substantiated allegation within the specified time period. This is an increase in this outcome of 9.5% since Q1 2010 data. If 1 more child had NOT had a second substantiated allegation of abuse or neglect, the county would have met the federal standard. Although the current data does not meet the federal standard, it surpassed the current SIP Goals of 90%.

**Goal:** Del Norte County Child Welfare and Probation Department improved performance by more accurately assessing safety and working collaboratively with families. Internally, Child Welfare Services continues to be negatively impacted by a lack of adequate staffing. Recruitment and retention of trained social workers continues to be a problem in the county and two or more social workers have been absent for extended periods of time over the last year. Over the next two years, Child Welfare Services will continue to improve performance on this outcome.

**ii. Outcome Measure C1.4: Re-entry following Reunification**

**Goal Selection Process:** Quarter 1, 2010 (Needell et al, 2009)<sup>6</sup> indicates Del Norte County had a quarterly re-entry rate of 29%. This performance is above the federal standard of 9.9% and the state's performance of 12.1% for the same time period. As stated earlier, this measure can be significantly impacted by one sibling group entering foster care. This outcome measure has been identified as a target measure for the SIP.

**Goal:** Del Norte County Child Welfare Services and Probation Department will improve performance on this measure by redefining collaborative efforts with community service providers, biological families, and care-providers (both foster and kin-care) to support successful reunification. This will be accomplished by:

- Providing a mechanism for aftercare services to biological families post reunification that is compatible with statewide budget reductions.

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<sup>5</sup> <http://www.childsworld.ca.gov/res/CtyReport/Nov11/nov11delnorte.pdf>

<sup>6</sup> [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

- Work to repair damaged relationships between children and their families through programs such as Incredible Years/Dina Dinosaur and Strengthening Families.
- Provide training for resource families, which fully explains their role in successful reunification, with the goal of developing a structure by which resource families and reunified families will develop a relationship to support a more successful transition to reunification.

**b. 2012 Annual Update for Outcome Measure C1.4: Re-entry following Reunification**

In Q2 2011 (Needell et al, 2009)<sup>7</sup> the county's data was 19.5% or 8 out of 41 children re-entered foster care in less than 12 months after being reunified with their parent or guardian.

**Goal:** The County will continue to work on this outcome through the implementation of Signs of Safety program and Dina Dinosaur Program with CWS and Family Team Meetings for Probation. As well as an analysis of current family search practices for both CWS and Probation.

Probation and Child Welfare implemented a Wraparound Program almost 10 years ago with the goal of reducing the need for group home placements. As the program grew, the goal expanded to reducing the need for out of home placements. We began with 5 families and now have over 20 families actively engaged in the wraparound for program.

Probation placements are typically the result of the child's behavior although it is recognized that the children are frequently acting out due to parental behaviors. Over the years, we have found that bringing the family and family supports together with a trained facilitator has produced substantially improved outcomes without foster placement.

Today, most of the group home placements have been with adolescent sex offenders. These programs typically take between 18 months and three years, and are always a considerable distance from Del Norte County, as there are none closer than Redding, a five hour journey.

Probation is expanding the wraparound program to include children either preparing to reunify or returning home from out of county placements. This gives all participants a safe forum to air concerns and work together

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<sup>7</sup> <http://www.childsworld.ca.gov/res/CtyReport/Nov11/nov11delnorte.pdf>

to develop solutions in a cooperative spirit, allowing all family members a voice and reducing conflicts that might lead to re-entry to foster care.

### iii. Outcome Measure C4.3: Placement Stability

**Goal Selection Process:** While placements are relatively stable between 8 days and 24 months, multiple placements for those children and youth in care for over 24 months are more likely to occur. Between Q2 2009 and Q1 2010 (Needell et al, 2009)<sup>8</sup>, the number of children in care for 24 months or longer with two or fewer placements dropped in Del Norte County from 20.7% to 8.3%. (Federal standard for this measure is 41.8%). Most commonly, this population enters care at an early age with unique and persistent behavioral, mental health and/or medical needs that present placement challenges. Additionally, some of these youth remain in care due to a cultural objection to permanence.

**Goal:** Del Norte County Child Welfare and Probation Department will improve performance on this measure from the baseline (Q1 2010) of 8.3% to 15% by identifying the group of dependents who have experienced more than two placements and have been in care for more than 24 months. Review of the reasons for each placement will occur. Patterns will be identified and targeted strategies will be developed to prevent future placement disruptions, which may include:

- Promotion of Tribal Customary Adoption for Native American dependents.
- Work with service providers such as Remi Vista Inc. on how to meet behavioral and mental health needs of youth that may be interfering with permanency.
- Provide enhanced training to foster care providers on how to identify and meet unique and persistent needs of the child.
- Develop a policy of calling a Family Group Decision Meeting before a placement change is considered.

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<sup>8</sup> [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

b. **2012 Annual Update for Outcome Measure C4.3: Placement Stability**

In Q2 2011, the county's data was 32% or 8 out of 25 children had 2 or fewer placement settings during the time period. This is a 23.7% increase from Q1 2010 data.

Goal: To continue to increase the percentage of children with 2 or fewer placement settings by providing ongoing education and training to care providers and developing a Family Team Meeting Program.

iv. **Outcome Measure 8A: Youth Transitioning Out of Foster Care.**

**Goal Selection Process:** This measure reflects outcomes for youth who exited foster care placement due to attaining age 18 or 19, or those foster youth under age 18 who were legally emancipated from foster care pursuant to Family Code Section 7000. Measure 8A includes only child welfare supervised foster youth. **The information entered on each youth and reflected in the outcome measure is based on what is known about the youth's status at the month of exiting care. This measure does not reflect the number of youth receiving ILP services.** The categories include: Education, Financial Support, Housing Arrangements, Independent Living Program Services, and Permanency Connection.

A local commitment has been made to ensure that each eligible transition aged youth receives personalized services. October 2010 (Needell et al, 2009)<sup>9</sup> data indicates that no youth were eligible for services in this outcome measure, in Del Norte County. In fact, there are only five youth who are expected to emancipate in Del Norte County during 2011.

Services to this population have been impacted by budget reductions including, decreased allocation for Independent Living Services, elimination of Emancipated Youth Services allocation, and the potential loss of the Transitional Housing Placement Program (16-18) and Transitional Housing Placement Plus (18-24) program which are solely funded through state dollars.

More encouragingly, in October 2008, the federal government enacted the Fostering Connections to Success and Increasing Adoptions Act (Public Law 110-351). This new law gives states the ability to establish

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<sup>9</sup> [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

relative guardianship programs with federal financial participation in the costs. PL 110-351 also makes federal funds available for foster care, kinship-guardianship, and adoption assistance benefits to youth who meet certain conditions (e.g., employment and education related requirements) until age 21.

In California AB 12 provides legislation to opt into these essential federal funding opportunities. AB 12 would:

- Re-enact the existing Kin-GAP program to align it with new federal requirements
- Provide transitional support to qualifying foster youth until age 21.

These changes represent both fiscal and social improvements to California's foster care system. As a result, California would utilize federal funds to meet costs currently borne by the state and counties, and would realize proven savings from declines in unemployment, homelessness, teen pregnancy, public assistance, and the other costly outcomes for young adults who "age out" of foster care.

**Goal:** Del Norte County Child Welfare and Probation Department will continue to ensure that all eligible youth and their care providers are aware of services and programs available to this population and provide a supportive environment to encourage participation.

**b. 2012 Annual Update for Outcome Measure 8A: Youth Transitioning Out of Foster Care.**

Goal: Del Norte County Child Welfare and Probation Department continue to ensure that all eligible youth and their care providers are aware of services and programs available to this population.

#### 4. Literature Review

Following are brief reviews of the literature pertaining to the four selected SIP Target Outcomes.

**A. Review of Recurrence of Maltreatment (Measure S1.1)**

*According to the UC Davis Northern Training Academy review of literature, "Predicting and Minimizing Recurrence of Maltreatment,"*

*(August 2009), research reveals the importance of three practices: early intervention, the offering of voluntary services to unsubstantiated cases and the provision of substance abuse services as the means of reducing future maltreatment. Research further indicates that family or parent therapy produces minimal substantive or permanent change. The message of the research of whether a family is re-reported for abuse is not simply a function of the maltreatment but many other external factors as well.*

***i. Type and Severity of Abuse***

- The literature indicates that children with a history of maltreatment are six times more likely to have recurrence than children who have not experienced maltreatment and the risk of recurrence increases after each maltreatment event.*
- Families that experience neglect have a 32 to 53% higher likelihood of recurrence of maltreatment.*
- Families that experience multiple types of abuse have a higher likelihood of recurrence of maltreatment.*
- The more severe the abuse the more likely there will be recurrence.*

***ii. Child Factors That Contribute***

- Age: younger children, age 0-5 years, are more likely to experience recurrence while children 12 to 17 years old are less likely.*
- Children with developmental disabilities are more likely to experience recurrence, including children with learning disabilities.*

***iii. Parent Factors That Contribute***

- Families where substance abuse was a presenting problem, particularly alcohol, were more likely to experience recurrence of maltreatment.*
- In families that presented where the parent(s) had a history of mental health problems the families were more likely to experience recurrence of maltreatment.*
- In families where domestic violence was a presenting problem the families were 1.5 times more likely to experience recurrence of maltreatment.*

- *In families where the caretaker was emotionally disturbed the families were 1.7 times more likely to experience recurrence of maltreatment.*
- *Single parent families were more likely to experience recurrence of maltreatment.*
- *The more children involved in the family the higher the likelihood of maltreatment.*

#### **iv. Family/Environment Factors That Contribute**

- *Families that have had a child previously placed with child welfare in out of home care were more likely to experience recurrence of maltreatment.*
- *Children living in a rural and/or economically depressed area were more likely to experience recurrence of maltreatment.*
- *Families who had a lack of social support and high family stress were more likely to experience recurrence of maltreatment.*
- *If families were unable to engage in agency services in previous maltreatment events, they were more likely to experience recurrence of maltreatment.*
- *The longer families engage in services previously was associated with less recurrence of maltreatment.*
- *Families experiencing poverty were positively associated with recurrence of maltreatment.*
- *Compliance with service plans is associated with lower rates of recurrence.*

#### **v. Agency Factors**

- *Agencies often have data reporting issues when collecting information on recurrence of maltreatment. A review of how an agency collects data often impacts their outcomes in this area.*
- *The use of accurate, reliable risk and safety assessments and planning tools that have been well implemented throughout the agency appears to decrease recurrence of maltreatment by 28%.*
- *The use of a diversified response system decreases recurrence of maltreatment.*
- *Family involvement in service planning increased family engagement which decreases the likelihood of recurrence.*

- *When agencies do multi-factor and prioritized assessments that identify interventions specifically targeted at risk and safety factors recurrence of maltreatment decreases.*

***B. Review of Placement Stability (Measure C4.3)***

*According to the UC Davis Northern Training Academy review of literature, "Issues, Concerns, Outcomes, and Future Directions," (August 2008), research reveals that placement stability is important for children to develop healthy secure relationships (Leathers, 2002). 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:*

- *Strong tracking and case planning to ensure that "foster drift" is avoided to achieve permanency.*
- *Early intervention.*
- *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.*
- *Increasing multi-agency support. There is strong and conclusive evidence that providing support to foster parents (and kin) reduces the likelihood that placement disruption will occur.*

***i. Summary of key findings:***

- *Behavior problems, particularly aggressive behavior, are a strong predictor of placement disruptions.*
- *High rates of case turnover are related to children experiencing multiple moves.*
- *The type of placement is related to placement instability, with relative foster care and treatment foster care experiencing the least instability.*
- *The first six months of placement is the greatest time of instability, with 70% of the disruptions occurring during this time. Infants experience the most moves within the first month of placement.*
- *As the number of placements increase for children, it is more likely they will experience later placement disruptions.*

***ii. Effective Ways to Lessen Placement Stability:***

- Provide support and training for foster parents/caregivers.
- Provide training for both child and caregiver, such as Parent Child Interactive Therapy (PCIT).
- Concurrent Planning.
- Provide placement-specific services (transportation, foster family counseling, etc.).
- Provide child-specific services (Mental Health services, etc.)
- Increase caseworker retention. High caseworker turnover is related to greater placement disruptions (Unrau & Wells, 2005).

**C. Review of Foster Youth Transitioning to Self-Sufficient Adulthood**

*According to the UC Davis Northern Training Academy review of literature, "Factors, Characteristics and Practices Related to Former Foster Youth and Independent Living Programs (ILP)," (June 2009), research reveals that foster youth are at a distinct disadvantage as they exit the foster care system in the areas of education, housing and employment. ILP programs have helped some youth, but not all youth participate and many programs are not person-centered. Troubled youth need early services and ILP services to increase the likelihood of a successful exit from foster care. They need supportive relationships with caseworkers and caregivers. McCoy and colleagues (2008) recommended that youth who do not exit to adoption or return home would benefit from longer stays in foster care.*

*Naccarato and DeLorenzo (2008) make specific recommendations for ILP services. The following are some of them:*

- *Develop ILP plans tailored for each youth with clear goals.*
- *Provide aftercare services, especially crisis intervention and case management.*
- *Encourage youth to attend and complete college.*
- *Develop and maintain sufficient housing programs.*
- *Set high expectations for foster youth.*

*There are no identified best practices for ILP services at this time; however, there are some promising practices. One practice is to use mentors to assist with the transition to independence. Mentors not only can provide emotional and instrumental support, but they can also advocate that the youth participate in ILP services. Youth*

*should become involved in ILP services as soon as they reach adolescence. All youth should be involved in their plan for transition.*

*Research suggests that future focuses for ILP services should relate to the youth's access to stable housing, educational stability, employment services, and establishing and maintaining supportive mentoring relationships.*

**D. Literature Review for Re-entry Following Reunification (Measure C1.4)**

***i. According to the UC Davis Northern Training Academy review of literature, "Factors, Characteristics, and Promising Practices Related to Reunification and Re-entry," (May 2009), key research has revealed:***

- *It is important that families continue to live within the same neighborhood or community.*
- *Key factors associated with re-entry into foster care include children with behavioral or health issues, placements into non-relative care, placement instability, parental mental illness, substance abuse, poverty, parental ambivalence about reunification, the amount of family coherence at the time of separation, and previous failed reunification attempts.*
- *Contributing factors are the parent's lack of knowledge, confidence and abilities to appropriately interact and support their child through the frustrations of parenting.*
- *The needs of the entire family must be addressed.*
- *There are only a few evidence-based practices that positively impact re-entry. Some of them are The Incredible Years, The Nurturing Parenting Program, and Parent-Child Interaction Therapy (PCIT).*

***ii. Promising practices for preventing re-entry are:***

- *Implement family engagement strategies (Dawson and Barry, 2002).*
- *Engaging families and including them in the process of case planning and throughout a case is argued to be an important part of the family decision making process as those who are involved in the decisions that affect them should have*

- greater commitment and thus be more successful in obtaining positive family outcomes (Tippett, 2007).*
- *Participatory case planning practices as described in the Participatory Case Planning Resource Guide by Northern Training Academy, 2008, including a family team meeting model for decision making.*
  - *Studies lend supporting evidence that engagement with adolescent probationers should lead to positive family outcomes.*
  - *Effective parent-child visitation (Smariga, 2007).*

## **5. Summary of Current Activities in Place or Partially Implemented**

### **A. Measure S1.1 current activities**

Despite having a robust and successful Differential Response (DR) program Child Welfare Services budget reductions in November 2009 required a prioritization of core programs and unfortunately, DR was eliminated. In response, the Blue Ribbon Commission quickly formed a workgroup with the goal of re-implementing DR in Del Norte County. Differential Response is considered to be a key component in preventing recurrence of abuse and neglect as it creates a network of service provision available beyond the capacity of Child Welfare Services.

### **B. Measure C1.4 current activities**

Several BRC workgroups have convened with the goal of improving successful reunification. One such workgroup meets monthly and is tasked with the recruitment and retention of resource families. Furthermore, this group is currently reviewing available curriculum and training to enhance the abilities of Del Norte County resource families to care for children under the court's jurisdiction. Additional training and support for foster family members and biological parents is needed in order for foster and kin care families to understand their role in supporting reunification. This group is also looking at implementing aftercare services that will encourage continued collaboration between foster and kin-care families and the newly reunified biological family. Another BRC workgroup is exploring youth mentoring opportunities and yet another is focused on developing a home visiting program.

In July of 2010 Child Welfare Services expanded the contract with the local service provider of the Child Abuse Prevention and Treatment

(CAPT) program to include a Pre-CAPT early engagement component. This group is for clients new to Child Welfare Services and focuses on the importance of early engagement, minimizing anger, becoming accountable and moving through resistance. The goal is for the client to graduate into the full CAPT program with credit for the time spent in the early phase or to move on to the remaining components of their case plan.

DHHS has begun a collaborative approach to serving the Transitional Aged Youth population with a focus on foster youth. Comprised of CWS, Mental Health, Public Health, Public Assistance, Employment and Training and Probation Department, the group will develop and maintain a thorough understanding of internal and external resources and how to maximize program benefits for the transitional aged population. A resource guide for transitional aged services will be developed; current events and opportunities will be shared at weekly meetings and via email. Additionally, a web-site dedicated to Independent Living Services will be updated.

For the past two years, both Child Welfare Services and Probation Department have invested time and resources to train staff in Motivational Interviewing (MI). MI is a best practice with a long history of research based outcomes and is a direct client-centered approach for eliciting behavior change by helping clients to explore and resolve ambivalence. Compared with nondirective methods, it is more focused and goal-directed. The examination and resolution of ambivalence is its central purpose, and the social worker is intentionally directive in pursuing this goal. Over the course of the SIP, MI will be implemented with service partners such as Del Norte County Alcohol and Other Drugs (AOD) to achieve more focused client outcomes.

## **6. New Activities**

A number of new activities for both Child Welfare Services and Probation Department are highlighted in the SIP Matrix. Both Probation and Child Welfare Services will participate in participatory case planning and emancipation conferencing. These activities will be staggered over the next three years.

### **A. Participatory Case Planning (PCP):**

Child Welfare Services and Probation Department will research the several models whereby the focus family, extended family members, child welfare

and/or probation staff, mental health professionals and others closely involved in children's lives gather to discuss family's strengths, concerns and resources to develop a family safety, preservation or reunification plan. A model will be selected and implemented over the next three years.

**B. Emancipation Conference:**

This meeting will be implemented as a standard practice through regular Independent Living Services provided through the county. Each transitioning youth will invite important family and other support people to a conference focused on the youths needs as they emancipate from Child Welfare Services. The youth will be empowered to determine and set their goals, and encouraged to be "forward looking." One important outcome includes reconstruction of a family if no biological ties exist or re-establishing the family of origin if one exists.

**C. Signs of Safety:**

This model employs Appreciative Inquiry (AI), a process of asking questions and focusing on successful behaviors and practice in the assessment of:

- What supports are needed from families to care for their children.
- Whether there is sufficient safety for the child to stay within the family.
- Whether the situation is dangerous and the child must be removed.
- If the child is in the foster care, is it safe for the child to return home.

Signs of Safety will be implemented in rolling stages, beginning with Emergency Response in January 2011 and will continue throughout the course of the next three years.

**D. Ages and Stages Questionnaires (ASQ-3 and ASQ: SE):**

The ASQ-3 and ASQ: SE are two distinct tools, the ASQ-3 focuses on developmental milestones while the ASQ: SE focuses on social-emotional health. These screening tools are for children from one month to 5 ½ years of age. Highly reliable and valid, these tools identify strengths and trouble spots, educates parents about developmental milestones, and

incorporates parents' expert knowledge about their children. All children under five with a substantiated allegation will be screened.

*Ages and Stages Questionnaire – 3 (ASQ: 3):*

- Communication (babbling, vocalizing, listening and understanding)
- Gross motor (assesses arm, body and leg movements)
- Fine motor (hand and finger movements)
- Problem-solving (learning skills)
- Personal-social (solitary play, play with toys)

*Ages and Stages Questionnaire – Social Emotional (ASQ-SE)*

- Self-regulation
- Compliance
- Communication
- Adaptive functioning
- Autonomy
- Affect
- Interaction with others

## **2012 Annual Update on Current and New Activities**

### **A. Differential Response**

As noted earlier, despite three collaborative attempts to secure funding the county has not been able to secure funding for the reimplementation of Differential Response.

### **B. Signs of Safety (SOS)**

This program has been implemented in the Emergency Response unit and will be implemented in the Court unit in 2012. This model assists in accurately identifying safety factors versus complicating factors.

Due to concentration on SOS, Child Welfare will be deleting MI as a strategy. The Probation Department will continue with the strategy.

### **C. BRC workgroup for recruitment and retention of resource families**

The workgroup meets monthly and has worked extensively with Kelly Remington, Foster/Kinship Care Education Program Director for College

of the Redwoods, to increase training both for applicants and for licensed foster parents in Del Norte County.

- Through this workgroup it was decided that the county needed a foster parent mentoring program. There is currently one mentor, but a few more are expected to participate in the program in 2012.
- Life booking is a monthly class that is held for resource families. This includes a discussion on the importance of creating life books for foster children (which includes pictures and scrapbooking of events) so that when they leave the foster home, they have the memories of their past with them.
- Local trainers have been found to teach the required Foster Pride training curriculum to prospective foster parents.

#### **D. Targeted Reviews of Referrals**

Targeted reviews were completed in 2011 on substantiated referrals that were received within 12 months after a previous substantiated referral occurred. Targeted reviews will continue on an annual basis to determine if there are any procedural changes that can improve measure S1.1.

#### **E. TAY Collaborative**

MHSA innovations funding used to support a collaborative of youth service providers in their goal of empowering TAY ages 16 to 24 in driving the quality and accessibility of youth services and activities in the community. The youth and young adults will be empowered to create a council to lead this effort. A location will be provided as a hub for TAY based activities. An important element of which will be the development of a social network to market and explain TAY services and events.

### **7. Integration between CSA, PQCR, CWS/Probation Planning Process and CAPIT/CBCAP/PSSF Plan**

#### **A. Incredible Years**

Both CAPIT and CBCAP funds will continue to support The Incredible Years Parenting (IYP) program first implemented in Del Norte County in January 2005. The Del Norte County Child Care Council currently hosts the IYP program which runs at capacity throughout the year. Referrals are made from a variety of community agencies, service providers and can

be made by self referral. Historically, the program serves an equal number of self-referred clients and those mandated to attend.

Incredible Years has been rated as "Well-Supported by Research" by the California Evidence-Based Clearinghouse for Child Welfare in the areas of Parent Training and Prevention of Child Abuse and Neglect. This course is designed to promote emotional and social competence; and to prevent, reduce, and treat behavior and emotional problems in young children.

Primary program objectives include:

- Increase positive and nurturing parenting.
- Reduce critical and violent discipline approaches by replacing spanking with positive strategies such as ignoring, using logical and natural consequences, redirecting, adequate monitoring, and problem-solving.
- Improve parents' problem-solving skills, anger management, and communication skills.
- Increase family support networks and school involvement.
- Help parents and teachers work collaboratively to ensure consistency across settings.
- Increase parents' involvement in children's academic-related activities at home.

Some school aged children may also receive the school based curriculum, Dina Dinosaur, which teaches the companion techniques of emotional regulation in the classroom setting. The program is provided at limited school sites each year, only as resources allow.

Time Limited Family Reunification and Adoption Promotion and Support Services components of PSSF funds will be used to facilitate a special group of Dina-Dinosaur for those children between ages 2-10 in temporary out of home placement as well as those in concurrent and adoptive placements. This program will facilitate the reunification process and strengthen family relationships in a way that will prevent future re-entry into the Child Welfare System. For children in a plan of Family Reunification, parents will have Incredible Years as part of their case plan. For those children in concurrent and adoptive placements, resource families will be asked to take the IY series to maximize the benefit of the program and strengthen the success of the adoptive placement. Advocacy is also taking place to promote the expansion of The Incredible Years curriculum throughout Del Norte County to be supported by the Building Healthy Communities Initiative (California Endowment).

## **B. Home Visiting for Pregnant and Parenting Teens**

The Family Preservation and Family Support components of PSSF funds will continue to support elements of a home visiting program for pregnant and parenting teens. This program is available to dependents and wards as well as Tribal and community members and has been successful in supporting teens in their parenting role or in making an alternate long term plan for their infant such as guardianship or adoption.

## **B. Part I- CWS/Probation Narrative**

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### **1. CWS/Probation Narrative**

Data review was the primary criterion used in selecting the Child Welfare Services outcome goals of S1.1, No Recurrence of Maltreatment; C1.4 Re-entry Following Reunification; and C4.3 Placement Stability (24 months+ in care). Measure 8A was selected by Child Welfare Services and Probation based on agency and community commitment to the transition aged population in an effort to progress toward self sufficient adulthood. Measures S1.1 and C1.1 have previously been reviewed in prior System Improvement Plans and Measure C1.1 was the focus of the 2010 PQCR.

While it has been difficult to show significant improvements in these outcome areas, Del Norte County is investigating specific patterns in client demographics and child welfare practice in an attempt to better isolate the variables that impact these outcomes.

Two Stakeholder's Meetings held to elicit strategies for implementing change for CWS and Probation yielded many suggestions, some of which have been incorporated into the SIP Matrix. See Matrix for detail on selected strategies.

- S1.1, No Recurrence of Maltreatment: CWS outcome area
  - Family Team Meetings
  - Consistent and cohesive practice of strategies
  - Enhance early Family Search and Engagement in the "front end"
  - Additional Family Maintenance SW
  - Differential Response
  
- C1.4, Re-entry in foster care following reunification: CWS and Probation
  - After-care program (step down services)

- Model for families to ask for help
  - Family transition plans
  - Continues foster parent relationships
  - Parent partners to stay "connected" to the family
  - Remi Vista rehabilitation specialists for after-care services
  - Differential Response/After Care
- C4.3 Placement Stability (24 months+ in care)
    - Resource Family Liaison at the Department
    - Increased resource family training
    - Resource family mentoring program
    - Family Group Decision Making
    - Consistent Family Search and Engagement
    - Resource family handbook
- 8A Children Transitioning to Self-Sufficient Adulthood: CWS and Probation
    - Youth peer mentors
    - Faith based mentors
    - "ACES" or similar assessment for youth and families
    - Jobs for transitioning youth
    - Family Search and Engagement to re-establish family relationships or locate a permanent home
    - Integrated service delivery model
    - Agency provide transportation
    - Educate resource families about the importance of ILS

Additionally, a focus group with transitional aged youth was held on November 22, 2010. Youth were briefed on the SIP process and asked for input with respect to future planning. The following suggestions were made for specific outcome areas for Child Welfare and Probation:

- S1.1: leave child in the home and work with the family, provide more Anger Management and AOD/AA services, look for "positives" with the family and honesty from the social workers.
- C1.4: have social workers check back in on families after dependency or wardship has terminated for those families who want it; some youth prefer to remain in foster care.
- C4.3: leave child at home, more tolerant and flexible resource families, better trained foster parents, more homes without special diets and religious practices, breaks for the

foster parents, anger management for the resource parent, more money to help foster parents provide for their needs.

- 8A: provide house, money and food, check in on them every two weeks for short visits, vocational training, job finding – employment services, transitional housing.

## **2. CWS/Probation SIP Matrix.**

Goals, strategies, and milestones for the current SIP were set using findings in PQCR, CSA, and county data from the October 2010 quarterly report (Needell et al, 2009)<sup>10</sup>, and projecting an improvement goals that would be attainable and sustainable within the time frame of the plan. Del Norte County data is volatile due to the small population. One family can disrupt an entire outcome in either a positive or negative direction. Goals have been set by percentage points however outcome updates will be reported by participation rates and percentage points for added perspective.

Additionally, the State Program Improvement Plan (PIP) was reviewed. Del Norte County's SIP directly connects to the PIP Strategy 1: Expand the use of participatory case planning; Strategy 2: Enhance permanency efforts; Strategy 2: Enhance and expand caregiver recruitment, retention, and training; and Strategy 5: sustain staff/supervisor training.

### **2012 Annual Update for SIP Matrix**

The following SIP matrix section outlines the target SIP outcomes, goals, milestones, timeframes, and assignments. CAPIT/CBCAP/PSSF funded services are identified in the matrix. The matrix has been updated to reflect accomplished tasks and any changes that took place from the original SIP submitted in 2011.

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<sup>10</sup> [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

County of Del Norte  
2012 update System Improvement Plan Matrix

Outcome/Systemic Factor: **No Recurrence of Maltreatment (Federal Standard  $\geq$  94.6%)**

Of all the children who were victims of a substantiated maltreatment allegation within a specified 6 month time period, what percentage were not victims of another substantiated allegation within the next 6 month period?

County's Current Performance: ( Q2 2011)

Measure Number	Measure Description	Most recent start date	Most recent end date	most recent numerator	most recent denominator	Most recent performance
S1.1	No Recurrence of Maltreatment	7-1-2010	12-31-10	80	85	94.1%

From 7-1-2010 to 12-31-10, 94.1%, or 80 out of 85, children who were victims of a substantiated allegation of maltreatment were **NOT** a victim of another substantiated allegation of maltreatment.

**Improvement Goal 1.0**

Del Norte County Child Welfare Services and Probation Department will improve performance on this measure from the baseline (Q1 2010) of 84.6% to 90% by January 2014, by providing community based and child welfare prevention and early intervention services.

Strategy 1.1 CWS Re-implementation of Differential Response(DR) – Track I and Track II	<input type="checkbox"/>	CAPIT	Strategy Rationale
	<input type="checkbox"/>	CBCAP	
	<input type="checkbox"/>	PSSF	
	<input checked="" type="checkbox"/>	N/A	With the addition of community based services, a larger proportion of referrals will receive change oriented services. Research indicates that when families were unable to engage in agency services in previous maltreatment events, they were more likely to experience recurrence of maltreatment.

Milestone	Timeframe	Assigned to
<p><b>1.1.1</b></p> <p>Locate funding for DR, including grant opportunities, participation in BRC Prevention Workgroup and collaboration with community resources.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Made presentation to California Endowment 3-30-11. Our request for funding did not meet TCE's requirements.</p> <p>Made a second presentation to the California Endowment in July 2011 with the help of Tony Loman, Differential Response Researcher. New data was not successful in accessing funding.</p> <p>Local community partner, the Community Assistance Network (CAN) applied for a federal grant in September 2011 to assist in funding DR. This was a collaborative effort between various community providers serving families. The grant was not awarded.</p> <p>Until a funding source can be found, DHHS will be not able to implement DR within the community, but the county will</p>	<p>Crystal Markytan, Program Manager</p> <p>Susan Wilson, Social Worker Supervisor</p> <p>Prevention Workgroup</p>

	<p>continue to refer families to Public Health and the local Native American Tribes in our community when applicable.</p> <p>The Department hired a part time PHN in the beginning of 2011. Enabling Child Welfare Services to make pathway 1 referrals. There were 22 referrals during 1st quarter 2011.</p>	
<p><b>1.1.2</b> Review and select a DR model based on factors including possible funding requirements, community partnerships, and local demographics.</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>	<p>Crystal Markytan, Program Manager</p> <p>Susan Wilson, Social Worker Supervisor</p> <p>Prevention Workgroup</p>
<p><b>1.1.3</b> Implementation of Differential Response</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>	<p>Crystal Markytan, Program Manager</p> <p>Susan Wilson, Social Worker Supervisor</p> <p>Amber Davis, Staff Services Analyst</p>

Milestone	Strategy 1. 2 CWS and Probation Cross systems implementation of Motivational Interviewing (MI) techniques	CAPIT				Strategy Rationale	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
		CBCAP	PSSF	N/A			
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Year 1: Jan 2011 to Jan 2012 Year 2: Jan 2012 to Jan 2013 Year 3: Jan 2013 to Jan 2014	<p>This strategy will help clients address ambivalence to change, increase commitment to change, and will allow social workers to work with the client's normal resistance instead of against it.</p> <p>Completed – CWS Social Workers had training in January 2011. DHHS will be deleting this strategy. Probation Department had 2 probation officers trained in 2011. Additional training will occur in 2012. The plan is to have an agency trainer who will conduct ongoing training for probation staff in year 2 and 3.</p>	
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Year 1: Jan 2011 to Jan 2012 Year 2: Jan 2012 to Jan 2013 Year 3: Jan 2013 to Jan 2014		Assigned to
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Year 1: Jan 2011 to Jan 2012 Year 2: Jan 2012 to Jan 2013 Year 3: Jan 2013 to Jan 2014	<p>The Probation Department will be working on a policy and procedure in 2012.</p>	<p>Amber Davis, Staff Services Analyst</p> <p>Susan Wilson, Social Worker Supervisor</p> <p>Linda Sanford, Assistant Chief Probation Officer</p>
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Year 1: Jan 2011 to Jan 2012 Year 2: Jan 2012 to Jan 2013 Year 3: Jan 2013 to Jan 2014		<p>Amber Davis, Staff Services Analyst</p> <p>Susan Wilson, Social Worker Supervisor</p> <p>Linda Sanford, Assistant Chief Probation Officer</p>
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Year 1: Jan 2011 to Jan 2012 Year 2: Jan 2012 to Jan 2013 Year 3: Jan 2013 to Jan 2014	<p>The Probation Department will be working on a policy and procedure in 2012.</p>	<p>Amber Davis, Staff Services Analyst</p> <p>Susan Wilson, Social Worker Supervisor</p> <p>Linda Sanford, Assistant Chief Probation Officer</p>
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Year 1: Jan 2011 to Jan 2012 Year 2: Jan 2012 to Jan 2013 Year 3: Jan 2013 to Jan 2014		<p>Amber Davis, Staff Services Analyst</p> <p>Susan Wilson, Social Worker Supervisor</p> <p>Linda Sanford, Assistant Chief Probation Officer</p>

<p><b>1.2.3</b> Implementation of Motivational Interviewing techniques beginning with:</p> <ul style="list-style-type: none"> <li>• <del>Emergency Response and Voluntary Family Maintenance service components</del></li> <li>and</li> <li>• Juvenile Probation pre-placement cases followed by</li> <li>• <del>Family Reunification and Permanency Planning cases</del></li> <li>and</li> <li>• Juvenile Probation placement and post-placement cases</li> </ul>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Many of the Motivational Interviewing techniques have been employed in Signs of Safety (SOS). CWS has decided to delete this strategy as of 2012.</p> <p>The Probation Department has adopted the practice of using MI when interviewing pre-placement, placement, and post placement cases.</p>	<p>Roy Jaekson, Social Worker Supervisor  Susan Wilson, Social Worker Supervisor  Julie Cain, Social Worker Supervisor  Linda Sanford, Assistant Chief Probation Officer</p>
<p><b>1.2.4</b> Create a method for monitoring and evaluating the effectiveness of MI by tracking referrals and cases where MI techniques are employed.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Probation will develop and monitor the effectiveness of MI in 2012 and continue monitoring in 2013.</p>	<p>Amber Davis, Staff Services Analyst  Crystal Markytan, Program Manager  Linda Sanford, Assistant Chief Probation Officer</p>

Milestone	Strategy 1.3 CWS Develop mentoring support for families through the integration of Parent Partners in early intervention services	CAPIT				Strategy Rationale "Parent Partners" (parents who have received child welfare services and been successful in rebuilding their lives) can make connections with other parents to provide positive role models, reduce the sense of isolation and support parents as they journey through crisis.	Assigned to
		<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A		
1.3.1 Review the literature and create a work plan to integrate the Parent Partner into Emergency Response and Voluntary Services.	Timeframe	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012	<input type="checkbox"/> Year 2: Jan 2012 to Jan 2013	<input type="checkbox"/> Year 3: Jan 2013 to Jan 2014	This strategy has been deleted as of 2012. Insufficient funds and the State Budget Realignment have resulted in fiscal uncertainties in the near future. No new programs will be adopted until there is more clarity with respect to CWS funding	Susan Wilson, Social Worker Supervisor	
		<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012	<input type="checkbox"/> Year 2: Jan 2012 to Jan 2013	<input type="checkbox"/> Year 3: Jan 2013 to Jan 2014			Susan Wilson, Social Worker Supervisor Amber Davis, Staff Services Analyst
		<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012	<input type="checkbox"/> Year 2: Jan 2012 to Jan 2013	<input type="checkbox"/> Year 3: Jan 2013 to Jan 2014			Crystal Markytan, Program Manager, Social Services Branch Susan Wilson, Social Worker Supervisor
1.3.2 Create a policy and procedure for Parent Partner program.		<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012	<input type="checkbox"/> Year 2: Jan 2012 to Jan 2013	<input type="checkbox"/> Year 3: Jan 2013 to Jan 2014			
1.3.3 Identify and hire a Parent Partner who has successfully completed Child Welfare Services.		<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012	<input type="checkbox"/> Year 2: Jan 2012 to Jan 2013	<input type="checkbox"/> Year 3: Jan 2013 to Jan 2014			

	<p>and SDM in 9/11; and Family Facilitation on 10-25-11.</p> <p>Additionally, staff met with a mentoring coach from the regional training academy on 2/1/11, 3/1/11, 3/28/11, 4/26/11, 5/24/11, and 8/25/11.</p> <p>ER staff also participated on multiple cluster calls with their coach and partner counties between 1/11 and 7/11.</p> <p>Ongoing training will be received in 2012 and 2013.</p> <p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Informal policy in place. Formal policy to be completed by March 2012.</p> <p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>	
<p><b>2.1.2</b> Create policy and procedure for implementation of Signs of Safety.</p>		<p>Susan Wilson, Social worker Supervisor</p> <p>Julie Cain, Social Worker Supervisor</p> <p>Amber Davis, Staff Services Analyst</p>
<p><b>2.1.3</b> Implement Signs of Safety beginning in the Emergency Response and Voluntary Services Unit in year one and the Ongoing Services Unit in</p>		<p>Susan Wilson, Social worker Supervisor</p> <p>Julie Cain, Social Worker</p>

Milestone	1.3.4 Create a method for monitoring and evaluating the effectiveness of the Parent Partner program.	Timeframe	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014	Assigned to	Susan Wilson, Social Worker Supervisor  Amber Davis, Staff Services Analyst
<b>Improvement Goal 2.0</b>					
Del Norte County Child Welfare Services will improve performance on this measure from the baseline of 84.6% to 90% by January 2014, by accurately assessing family needs					
Strategy 2.1 CWS Implement Signs of Safety			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale</b>	Facilitates collaborative process between families and social workers to collect a balance of information about existing family safety, competencies, and goals.
Milestone	2.1.1 Obtain ongoing training through the Signs of Safety Collaborative.	Timeframe	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014  Webinar trainings included Safety planning on 2/2/11; Working with Children on 2/16/11; Goal Setting 3/2/11; Integration with SDM 3/23/11. Other training included; SOS Coaching on 2-1-11; SOS Three Houses; Reunion of Sharing on 4/14/11; Skills to facilitate family change on 8/22/11; Integrating SOS	Assigned to	Susan Wilson, Social worker Supervisor

<p>year two.</p>	<p>SOS was fully implemented in the ER Unit by February 2011. And is used on a case by case basis in Voluntary Family Maintenance. SOS will be implemented in Ongoing Services Unit in 2012.</p>	<p>Supervisor</p>
<p><b>2.1.4</b> Develop a method for monitoring and evaluating the effectiveness of the Signs of Safety Program.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Plan to develop a method of monitoring and evaluating the effectiveness of SOS by May 2011.</p>	<p>Assigned to</p> <p>Susan Wilson, Social worker Supervisor  Julie Cain, Social Worker Supervisor  Amber Davis, Staff Services Analyst</p>
<p><b>2.1.5</b> Track and monitor Signs of Safety Program and report findings to the Program Manager.</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>	<p>Amber Davis, Staff Services Analyst</p>
<p><b>Strategy 2. 2 CWS</b> Targeted Reviews of substantiated referrals</p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCA  <input type="checkbox"/> P  <input checked="" type="checkbox"/> PSSF  N/A</p>	<p><b>Strategy Rationale</b>  Targeted reviews will be conducted on substantiated referrals where there was a previous referral for abuse or neglect which had been substantiated within the previous 12 months. Targeted reviews will occur in an attempt to 1. Determine why individuals are having subsequent substantiated referrals within 12 months and 2. Determine if there are procedural changes in the Department that can decrease the number of subsequent substantiated referrals.  The data collected will be used to train ER staff as an effort to decrease the number of subsequent substantiated referrals.</p>

Milestone		Timeframe	Assigned to
<p><b>2.2.1</b></p> <p>Using Safe Measures ☉ review those referrals that were substantiated within 12 months of a previous substantiated referral.</p> <p>A second review will be conducted in 2013</p>		<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012</p> <p><input type="checkbox"/> Year 2: Jan 2012 to Jan 2013</p> <p><input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Completed first targeted review on 5-27-11. CFSR S1.1 No recurrence of maltreatment was reviewed on Safe Measures. The following time periods were reviewed: 1-1-08 to 6-30-08, 7-1-08 to 12-31-08, 1-1-09 to 6-30-09, 7-1-09 to 12-31-09. Findings discussed in 2.2.3.</p>	<p>Amber Davis, Staff Services Analyst</p>
<p><b>2.2.2</b></p> <p>Evaluate if identified client needs were met prior to closure of the initial referral.</p>		<p><input checked="" type="checkbox"/> <del>Year 1: Jan 2011 to Jan 2012</del></p> <p><input type="checkbox"/> Year 2: Jan 2012 to Jan 2013</p> <p><input checked="" type="checkbox"/> <del>Year 3: Jan 2013 to Jan 2014</del></p> <p>Client's needs are not always met when closing a substantiated referral because not all referrals are promoted to a case. This milestone would be better served in a strategy where "cases" were being reviewed for re-entry, instead of referrals being reviewed for "no-recurrence" This milestone has been deleted.</p>	<p>Susan Wilson, Social worker Supervisor</p> <p>Amber Davis, Staff Services Analyst</p>

	<p>2.2.3 Information gathered from targeted reviews will assist in:</p> <ul style="list-style-type: none"> <li>• Determining if recommended guidelines are being followed in promoting referrals for services.</li> <li>• Determine if a procedural pattern exists when opening new referrals where previous referrals remain open.</li> </ul>	<p> <input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014 </p> <p>It was determined that there was a trend in recurrence of maltreatment that was a significant procedural issue. There were a total of 22 secondary substantiated referrals from 1-1-08 to 12-31-09 that should <b>not</b> have been entered in CWS/CMS as new referrals, but instead should have been entered as an associated/ secondary referral. This created an increase of recurrence of maltreatment in referrals of about 5%.</p> <p>Presented these findings to the Program Manager and the ER supervisor on 6-2-11. Met with ER unit and their supervisor on 6-7-11 to explain findings</p> <p>The plan is to remind the ER screener and staff to evaluate each new referral and to determine if there is an open referral at time of receipt. If there is, it should be associated to the first whenever it is possible to avoid increasing the recurrence of maltreatment</p>	<p>Amber Davis, Staff Services Analyst</p> <p>Crystal Markylan, Program Manager – Social Services Branch</p>
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**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

Funding must be identified for the Differential Response program and the Parent Partner position. While CWS funding was decreased only slightly the lack of additional funding and no outside funding makes plans for these programs unfeasible at this time.

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

Advanced applied training in Motivational Interviewing  
Ongoing training and support for Signs of Safety

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

Service partners such as Alcohol and Other Drug Services will engage clients using MI techniques  
Community Based Service provider will be identified to partner in Differential Response program  
AOD staff have had three trainings in MI and they have hosted an MI training for all county employees. They are currently engaging their clients using motivational interviewing techniques. CWS staff participated in an MI training that was sponsored by AOD. Community Assistance Network continues to support DHHS in pursuing funding for DR.

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

Regular funding for Differential Response made available to all California counties  
Greater resources allocated to early intervention services for Child Welfare, Probation and associated service providers

**Outcome/Systemic Factor: Re-entry after Reunification (Federal Standard  $\leq$  9.9%)**

Of the children who reunified with their parent or guardian after being in foster care, what percentage of the children re-entered foster care in less than 12 months from the date of reunification?

**County's Current Performance: (Quarter 2/ 2011)**

Measure Number	Measure Description	Most recent start date	Most recent end date	most recent numerator	most recent denominator	Most recent performance
C1.4	Re-entry in foster care following reunification	7-7-2009	6-30-2010	8	41	19.5%

From 7-7-2009 to 6-30-09, 19.5.% or 8 out of 41 children, re-entered foster care after being reunified with their parent or guardian.

**Improvement Goal 1.0**

Del Norte County Child Welfare Services and Probation Department will improve performance on this measure from the baseline (Q1 2010) of 29.8% to 25% by 2014, by increasing collaborative efforts with family networks.

**Strategy 1. 1 CWS/Probation**

Implement Family-Group-Decision-Making (FGDM) Family Team Meeting.

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

**Strategy Rationale**

Brings relatives and extended family members into the decision making process. Provides a network of safety and support for the family and can result in reducing the need for child welfare and probation services.

Milestone		Timeline	Assigned to	
<p><b>1.1.1</b> Obtain training for social workers and probation officers on Family Team Meeting.</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Training for CWS supervisors on FGDM took place on 10-24 and 10-25-11. Additional training will continue in 2012 and 2013.</p> <p>Probation Department will be attended training on 12-20-11 about Family Team Meeting Program.</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>	<p>Crystal Markytan, Program Manager  Roy Jackson, Social Worker Supervisor  Linda Sanford, Assistant Chief Probation Officer</p>	
<p><b>1.1.2</b> Develop a policy and procedure for Family Team Meeting</p>	<p>CWS has decided to adopt a Family Team Meeting Model based on Signs of Safety. Model will use compatible principles and language. Policy to be written in 2012.</p> <p>Probation Department will be adopting a Family Team Meeting Model based on wraparound. Wrap around will be offered at reunification. Formal policy and procedure will be developed in 2012.</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>	<p>Roy Jackson, Social Worker Supervisor  Susan Wilson, Social Worker Supervisor  Julie Cain, Social Worker Supervisor  Linda Sanford, Assistant Chief Probation Officer  Katrina Jackson, Probation Supervisor</p>	

	<p><b>1.1.3</b> Implement Family Team Meeting. Probation will implement Family Team Meetings with wraparound the time of reunification</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014  CWS will be implementing in 2012.  Probation Department will begin implementation in 2012</p>	<p>Roy Jackson, Social Worker Supervisor  Susan Wilson, Social Worker Supervisor  Julie Cain, Social Worker Supervisor  Linda Sanford, Assistant Chief Probation Officer  Katrina Jackson, Probation Supervisor</p>
	<p><b>1.1.4</b> Develop a method for tracking and monitoring the efficacy of the Family Team process.</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014  CWS and Probation will develop tracking and monitoring in 2013.</p>	<p>Crystal Markytan, Program Manager  Amber Davis, Staff Services Analyst  Katrina Jackson, Probation Supervisor  Linda Sanford, Assistant Chief Probation Officer</p>
	<p><b>1.1.5</b> Track and monitor Family Team process and report findings.</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>	<p>Amber Davis, Staff Services Analyst  Linda Sanford, Assistant Chief Probation Officer</p>

	Track and monitor Wraparound at reunification			Katrina Jackson, Probation Supervisor
<b>Strategy 1.2 CWS</b> Provide the Dina Dinosaur curriculum component of Incredible Years to all children age's four (4) through ten (10) whom are in a plan of Family Reunification or in a concurrent or adoptive placement while their family of origin or resource family participates in the Incredible Years Parent Education Curriculum.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	<b>Strategy Rationale</b> Care providers and children participating in the same program will promote better understanding and more stable relationships thus preventing future dysfunction	
<b>Milestone</b>	<p><b>1.2.1</b> Contract with Del Norte Child Care Council to create a Dina Dinosaur session for CWS dependents ages four through ten.</p> <p><b>1.2.2</b> Create a policy and procedure for referring CWS adult Family Reunification and Adoptive Resource clients and children to Incredible Years and Dina Dinosaur.</p> <p><b>1.2.3</b> Implement both elements of the Incredible Years curriculum concurrently for eligible CWS clients and resource families.</p>	<b>Timeframe</b>	<b>Assigned to</b>	<p>Crystal Markytan, Program Manager, Social Services Branch</p> <p>Cris McCollum, Executive Director, Del Norte Child Care Council</p> <p>Crystal Markytan, Program Manager, Social Services Branch</p> <p>Julie Cain, Social Worker Supervisor</p> <p>Amber Davis, Staff Analyst</p> <p>Susan Wilson, Social Worker Supervisor</p> <p>Julie Cain, Social Worker Supervisor</p> <p>Melodee Wagoner, Del Norte</p>

			Child Care Council
<p><b>1.2.4</b> Develop a method for evaluating the stability of the child/caregiver relationship post program participation.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Completed - Pre/post tests were created by the coordinator in June 2011. These will be used during the current class (September 2011).</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Tracking of both IY and Dina Dinosaur have been completed since January 2011. 100% of the family's that participated <b>did not</b> have an allegation of substantiated abuse after graduating from the classes (as of 8-2011)</p>	<p>Amber Davis, Staff Services Analyst</p> <p>Crystal Markytan, Program Manager</p> <p>Amber Davis, Staff Services Analyst</p>
<p><b>1.2.5</b> Track and monitor both elements of the IY curriculum and report findings to the Program Manager.</p>	<p><b>Timeframes</b></p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Assigned to</b></p>
<p><b>Milestones</b></p>	<p><b>Strategy 1.3 CWS/Probation</b> Evaluate and enhance current Family Search and Engagement practices.</p>	<p><b>Strategy Rationale</b> To identify potential relative and non-related extended family member placements for dependents and wards and maintain connections for children while in out of home placement in an effort to support reunification when possible</p>	

Milestone	Timeframe	Assigned to
<p>1.3.1 Integrate AB938, "relative notification policy" with Family Search and Engagement practices</p>	<p> <input checked="" type="checkbox"/> Year 1: Jan-2011 to Jan-2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014             Relatives are being notified in CWS. In-service for ongoing staff training 12-5-11.             Probation Department has been searching for relatives. However the policy has not been formally written.             Family Search and Engagement practices have been put on hold in CWS this year due to staff issues in the on-going unit. The ICPC home study social worker who also carried a small caseload was out of work from 3-30-11 to 8-1-11 and then she retired. (ICPC has been covered by the supervisor and cases distributed to social workers) This position is still empty as of 11-4-11. The Supervisor was out of the office from May 20 to June 20, 2011. And the ILP coordinator position has been empty since August 15, 2011. Additionally, once a month furlough days have affected the unit as well and they began in July 2011.         </p>	<p>Amber Davis, Staff Services Analyst</p>

			CWS hopes to begin this milestone by June 2012.	
<b>1.3.2</b>	Provide training on policy to social workers and probation officers.		<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014  Training for Probation Department is scheduled for January 2012.	Amber Davis, Staff Services Analyst
<b>1.3.3</b>	Random case reviews to determine compliance with policy.		<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014  Case Reviews for CWS and Probation will occur in late 2012 early 2013.	Julie Cain, Social Worker Supervisor  Amber Davis, Staff Services Analyst  Linda Sanford, Assistant Chief Probation Officer

**Improvement Goal 2.0**

Del Norte County Probation Department will improve performance on this measure from the baseline (Q1 2010) of 29.8% to 25% by 2014, by supporting and maintaining the family unit once reunification has occurred.

**Strategy 2.1 Probation**

Refer each reunification case to Wraparound Program for after care services.

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

**Strategy Rationale**

Past practice ended services to youth and families when wardship was terminated. Providing after care services will support reunification efforts and lower the rate of reentry.

Milestone	Timeframe	Assigned to	
<p><b>2.1.1</b> Obtain training for probation officers regarding the Wraparound Program.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Probation Department has a trained officer in the wrap around position.</p>	<p>Roy Jackson, Social Worker Supervisor, Wraparound Coordinator</p> <p>Linda Sanford, Assistant Chief Probation Officer</p>	
<p><b>2.1.2</b> Develop a policy and procedure for referring families to Wraparound Program.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>A written policy and procedure for referring families was completed in 2011.</p>	<p>Linda Sanford, Assistant Chief Probation Officer</p>	
<p><b>2.1.3</b> Implement policy.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>The policy was implemented and adopted in 2011. Once a minor is IV-E eligible, they will be referred to wraparound.</p>	<p>Linda Sanford, Assistant Chief Probation Officer</p>	
<p><b>2.1.4</b> Complete random case reviews to determine compliance with policy.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Process to complete random case reviews will take place in 2012.</p>	<p>Linda Sanford, Assistant Chief Probation Officer</p>	

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

Training for child welfare partners on the importance of early engagement for parents and support for reunification efforts. Funds needed to increase the number of wraparound facilitators.

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

Training and technical assistance in the implementation of Family Group Decision Making Model. Training for Probation Department staff on accessing CMS/CWS database. Additional wraparound training for social workers and probation officers. CWS/CMS database training was received in 2011. Ongoing training will take place in 2012.

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

Del Norte Child Care Council will expand their curriculum to include a special session for dependents

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

Funding made available to support "after care" or "step down" services for families involved in juvenile court.



This was put on hold due to staff issues in the on-going unit. The ICPC home study social worker who also carried a small caseload was out of work from 3-30-11 to 8-1-11 and then she retired. (ICPC has been covered by the supervisor and cases distributed to social workers) This position is still empty as of 11-4-11. The Supervisor was out of the office from May 20 to June 20, 2011. And the ILP coordinator position has been empty since August 15, 2011. Additionally, once a month furlough days have affected the unit as well and they began in July 2011.

Although CWS does not have a formal policy in place, the on-going unit supervisor works closely with staff to improve documentation in concurrent planning efforts. The SIP goal has been met as of 12-2011, however, CWS will continue to keep working on this goal.

Probation will be working on a more formal procedure for concurrent planning. Documentation can continue to improve, especially with the two new types of placements

Julie Cain, Social Worker  
Supervisor  
  
Amber Davis, Staff Services  
Analyst

	that will be available in January 2012, under AB 12.		
<p><b>1.1.2</b> Provide training to social workers and probation officers on concurrent planning.</p>	<p><input checked="" type="checkbox"/> <del>Year 1: Jan 2011 to Jan 2012</del>  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Training for Probation Staff is scheduled for January 2012 and additional training when needed.</p> <p>Training for CWS staff occurs during unit meetings and will continue in 2012.</p>		<p>Julie Cain, Social Worker Supervisor</p> <p>Linda Sanford, Assistant Chief Probation Officer</p> <p>Amber Davis, Staff Services Analyst</p>
<p><b>1.1.3</b> Random case reviews to determine compliance with policy.</p>	<p><input checked="" type="checkbox"/> <del>Year 1: Jan 2011 to Jan 2012</del>  <input checked="" type="checkbox"/> <del>Year 2: Jan 2012 to Jan 2013</del>  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Random case reviews will occur in 2013 for both CWS and Probation Department.</p>		<p>Linda Sanford, Assistant Chief Probation Officer</p> <p>Amber Davis, Staff Services Analyst</p>
<p><b>Strategy 1.2</b> Implement Family Team Meeting</p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> Family Group Decision Making will facilitate family meetings at key decision points during a case, including when a placement change is being considered</p>	

Milestone	1.2.1 Obtain training for social workers and probation officers in Family Team Meeting.	1.2.2 Develop a policy and procedure for Family Team Meeting	Timeframe	Assigned to	Crystal Markytan, Program Manager
			<input type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014  Training for CWS supervisors on FGDM took place on 10-24 and 10-25-11. Additional training will continue in 2012 and 2013.  Probation Department will be attended training on 12-20-11 about Family Team Meeting Program.	<input type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014  CWS has decided to adopt a Family Team Meeting Model based on Signs of Safety. Model will use compatible principles and language. Policy to be written in 2012.  Probation Department will be adopting a Family Team Meeting Model based on wraparound. Wrap around will be offered at reunification. Formal policy and procedure will be developed in 2012	Roy Jackson, Social Worker Supervisor  Susan Wilson, Social Worker Supervisor  Julie Cain, Social Worker Supervisor  Linda Sanford, Assistant Chief Probation Officer  Katrina Jackson, Probation Supervisor

	<p><b>1.2.3</b> Implement Family Team Meeting.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>CWS will be implementing in 2012.          Probation Department will begin implementation in 2012</p>		<p>Roy Jackson, Social Worker Supervisor          Susan Wilson, Social Worker Supervisor          Julie Cain, Social Worker Supervisor          Linda Sanford, Assistant Chief Probation Officer          Katrina Jackson, Probation Supervisor</p>
	<p><b>1.2.4</b> Develop a method for tracking and monitoring the efficacy of the Family Team process.          Probation will monitor wraparound at reunification</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>CWS and Probation will develop tracking and monitoring in 2013.</p>		<p>Crystal Marklytan, Program Manager          Amber Davis, Staff Services Analyst          Katrina Jackson, Probation Supervisor          Linda Sanford, Assistant Chief Probation Officer</p>
	<p><b>1.2.5</b> Track and monitor Family Team process and report findings.</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>		<p>Amber Davis, Staff Services Analyst          Linda Sanford, Assistant Chief Probation Officer</p>

	Track and monitor Wraparound at reunification			Katrina Jackson, Probation Supervisor
<p><b>Improvement Goal 2.0</b> Del Norte County Child Welfare Services and Probation Department will improve performance on this measure from the baseline of 8.3% to 15% by January 2014, by recruitment, retention, and training of resource families.</p>				
<p><b>Strategy 2.1 CWS/Probation</b> Review and evaluate current recruitment and retention strategies for resource families.</p>				
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Strategy Rationale</b> Increase pool of available resource families in order to ensure the best match between foster children and resource families.</p>	
<p><b>2.1.1</b> Collaborate with local Blue Ribbon Commission/System Improvement Plan Team's Foster Home Retention and Recruitment Workgroup to identify needs of resource families, gather recommendations from resource families, and develop a plan including identified needs and recommendations, for recruitment and retention strategies.</p>	<p><b>Timeframe</b></p>	<p>Year 1: Jan 2011 to Jan 2012          Year 2: Jan 2012 to Jan 2013          Year 3: Jan 2013 to Jan 2014</p> <p>The BRC Meeting is being held bimonthly. The Workgroup, which includes Probation and CWS staff, meets monthly and has created new outreach materials that have been used in the community. For instance, banners our hung at several strategic businesses in Crescent City, encouraging individuals to become foster parents. CWS and Probation are in the process of creating a formal presentation suitable for distribution that will allow more presenters to give the recruitment message in the community. The new strategies from</p>	<p><b>Assigned to</b></p>	<p>Deanna Perry Ellis, Social Worker Supervisor, Licensing           Julie Cain, Social Worker Supervisor           Linda Sanford, Assistant Chief Probation Officer</p>
<p><b>Milestone</b></p>				

Milestone	<p><b>2.1.2</b> Collaborate with Kelly Remington from College of the Redwoods to support foster parent and relative caregiver's training needs in Del Norte County.</p>	<p>these meetings have seemed to have a connection to the dramatically increased participation in the licensing program.</p> <p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Progress: Ongoing training for foster parents occurs on a monthly basis. Foster Parent Support Group has been developed and meets regularly. The Foster Parent Support Group also has a small training segment incorporated within the structure and includes Life Booking. The Foster Parent Mentoring Program framework has been established. There are also two local trainers for prospective foster parents. First training finished on 11-1-11.</p>		<p>Crystal Markytan, Program Manager, Social Services Branch</p> <p>Deanna Perry Ellis, Social Worker Supervisor, Licensing</p> <p>Julie Cain, Social Worker Supervisor</p> <p>Linda Sanford, Assistant Chief Probation Officer</p>
Milestone	<p><b>2.1.3</b> Identify and attend community service club meetings and community events to recruit new resource families.</p>	<p>Timelines</p> <p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Community Outreach has begun and recruitment message delivered to CAPC, FAN and local churches in 2011. A recruitment table was at the Youth &amp; Family Fair 4-9-11. These activities will continue through 2013.</p>	Assigned to	<p>Crystal Markytan, Program Manager, Social Services Branch</p> <p>Deanna Perry Ellis, Social Worker Supervisor, Licensing</p> <p>Linda Sanford, Assistant Chief Probation Officer</p>

<p><b>2.1.4</b> Efforts to evaluate and monitor the satisfaction of current care providers and increased placement resources will be developed to increase retention of current resource families.</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>	<p>Linda Sanford, Assistant Chief          Probation Officer           Deanna Perry Ellis, Social Worker          Supervisor, Licensing</p>
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>          Increased efforts to recruit and retain foster parents in the community. Environmental Alternatives is opening an office in Del Norte County.</p>		
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>          Training and technical assistance with respect to Family Group Decision Making.</p>		
<p><b>Identify roles of the other partners in achieving the improvement goals.</b>          Collaboration with Coordinator of Foster Parent Education, Kelly Remington.          Collaboration with Blue Ribbon workgroup and Probation on recruitment and retention of foster parents.</p>		
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>          Increased funding of foster care placements. Simplify regulations for relative and NREFM placements.</p>		

**Outcome/Systemic Factor: 8A Children Transitioning to Self-Sufficient Adulthood**

This measure accounts for the youth exiting foster care placement due reaching the age of 18, or who emancipated from foster care prior to turning 18.

**County's Current Performance: (Quarter 1/ 2010)**

Measure Number	Number of Children completed high school	Number of children obtained Employment	Have Housing Arrangements	Received ILP Services	Permanence Connection with an Adult
8A	4	2	4	4	4

From 04-1-11 to 6-11-2011, up to 4 children met the above measure. There is no state or federal standards.

**Improvement Goal 1.0**

Del Norte County Child Welfare Services and Probation Department will increase the number of transitional age youth applying for Transitional Housing to the maximum number of youth and/or young adults eligible for the program by January 2014.

**Strategy 1. 1 CWS and Probation**

Provide Information to transitional age youth (TAY) care providers and staff on TAY eligibility for subsidized housing.

- CAPIT
- CBCAP
- PSSF
- N/A

**Strategy Rationale**

Program opportunities change and create a new need for ongoing education for those involved in TAY.

Milestone	Timeframe	Assigned to
1.1.1 Develop an orientation outlining transitional housing opportunities eligible for youth and/or young adults. Update when appropriate.	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014  Current contract provider for TAY gave an orientation to probation and CWS youth in 1-11.	Julie Cain, Social Worker Supervisor  Karen Dieter, Clinical Supervisor  Linda Sanford, Assistant Chief Probation Officer

	<p><b>1.1.2</b> Care providers, probation and child welfare staff will attend annual training on transitional housing opportunities.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan-2011 to Jan-2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>The training was put on hold until the county received additional information on AB 12 and AB 212 which will begin in 1-1-12.</p>	<p>Julie Cain, Social Worker Supervisor  ILP Coordinator  Karen Dieter, Clinical Supervisor  Linda Sanford, Assistant Chief Probation Officer</p>
	<p><b>1.1.3</b> Transitional age youth will attend a minimum of one orientation a year regarding transitional housing opportunities. Participation will be documented in case file.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>The last orientation was held at the July 2011 ILP meeting. Additional training scheduled for January 9, 2012 for Probation and CWS staff</p>	<p>ILP Coordinator  Linda Sanford, Assistant Chief Probation Officer</p>
	<p><b>1.1.4</b> Complete random case reviews to determine compliance.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan-2011 to Jan-2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Due to lack of staff issues, the ongoing staff and supervisor are attempting to be in compliance in this area. Additionally many new regulations are going into effect with the implementation of AB12 and AB 212 on January 1, 2012. Staff training will be critical to make sure that TAY 's needs are being met and that they are accessing the services available to them. Case reviews for both CWS and Probation will not be completed end 2012.</p>	<p>Amber Davis, Staff Services Analyst  Linda Sanford, Assistant Chief Probation Officer</p>

<b>Strategy 1. 2 CWS and Probation</b> Ensure every transitional age youth has a transitional housing plan	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<b>CAPIT</b> <b>CBCAP</b> <b>PSSF</b> <b>N/A</b>	<b>Strategy Rationale</b> Foster youth who develop a transitional housing plan will be better prepared to exit out of the child welfare or probation system.
<b>1.2.1</b> Explore transitional housing plans with all youth at 6 month intervals in conjunction with the minor's case plan.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Year 1: Jan 2011 to Jan 2012 Year 2: Jan 2012 to Jan 2013 Year 3: Jan 2013 to Jan 2014  At this time CWS and Probation anticipates that the milestones in this strategy will be met timely.	Julie Cain, Social Worker Supervisor ILP Coordinator
<b>1.2.2</b> Complete random case reviews to determine compliance with 1.2.1.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Year 1: Jan 2011 to Jan 2012 Year 2: Jan 2012 to Jan 2013 Year 3: Jan 2013 to Jan 2014	Amber Davis, Staff Services Analyst
<b>1.2.3</b> Ensure that every youth has identified supportive adult(s) for housing options and support.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Year 1: Jan 2011 to Jan 2012 Year 2: Jan 2012 to Jan 2013 Year 3: Jan 2013 to Jan 2014	Julie Cain, Social Worker Supervisor ILP Coordinator
<b>1.2.4</b> Complete random case reviews to determine that a supportive adult has been identified.	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Year 1: Jan 2011 to Jan 2012 Year 2: Jan 2012 to Jan 2013 Year 3: Jan 2013 to Jan 2014	Amber Davis, Staff Services Analyst

<p><b>Strategy 1.3 CWS and Probation</b> Ensure that 100% of all emancipated youth are provided with all documents as required by WIC 391.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Strategy Rationale</b> Emancipating foster youth need to receive a priority in housing programs. Youth that have all necessary documentation at application can assist their eligibility for housing resources.</p>
<p><b>1.3.1</b> Ensure all exiting youth have valid government issued, valid SSN card, birth certificate and immunization records by case closing.</p>	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014 These documents must be completed and documented in all court reports for CWS and Probation youth. At this time, CWS and is ensuring they are in compliance. Probation did not have any youth age out in 2011.	<p>ILP Coordinator</p>
<p><b>1.3.2</b> Issue dependency/ward letter to all exiting youth.</p>	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014 These documents must be completed and documented in all court reports for CWS and Probation youth. At this time, CWS and Probation are ensuring they are in compliance.	<p>ILP Coordinator</p>
<p><b>1.3.3</b> Develop a check list to track all documents as</p>	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014	<p>ILP Coordinator Julie Cain, Social Worker</p>

they are obtained.		CWS and Probation will develop a check list to track all of these documents by March 2011.	Supervisor Linda Sanford, Assistant Chief Probation Officer
<b>1.3.4</b> Complete random case reviews to determine compliance.	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014  Random case reviews will not be completed until after the checklist is created. Goal is April 2011.		Amber Davis, Staff Services Analyst  Linda Sanford, Assistant Chief Probation Officer
<b>Improvement Goal 2.0</b> Enhance access to higher education or vocational opportunities for exiting child welfare and probation youth.			
<b>Strategy 2.1 CWS and Probation</b> Update case plan to include educational (post high school) goals	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale</b> Educational needs must be met so youth are prepared for college or vocational programs.	
<b>Milestone</b> <b>2.1.1</b> Ensure care providers have knowledge and training about higher education resources.	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014  Resource Providers continue to be mailed information regarding on-going education/classes that are available to them. Probation and	<b>Timeframe</b>	ILP worker  Deanna Perry-Ellis, Social Worker Supervisor

			CWS use the same foster parents. Each Department encourages relatives to attend training when appropriate.		
2.1.2	Require educational/vocational goals in Transitional Independent Living Plan (TILP).	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014  CWS TILPS are behind due to lack of staff in position since August 2011. Unit is attempting to bring all TILP's up to date by 12-31-11.  Probation Department did not have any youth in a placement that required a TILP in 2011. They would complete a TILP if necessary in the future.	ILP Coordinator		
2.1.3	Support youth's attendance at educational and vocational events by coordinating with care providers and other service providers.	<input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012 <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013 <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014  CWS and Probation Department continue to work with care providers and other service providers to fulfill this milestone.	ILP Coordinator		
<b>Strategy 2. 2 CWS and Probation</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<b>Strategy Rationale</b> Maximize service integration among agency partners that work with the Transition Age Youth population.		
Form a TAY Collaborative among the Branches of the Department of Health and Human Services and Juvenile Probation.					

<p><b>2.2.1</b> Form a TAY Collaborative by inviting TAY representatives from each Branch to meet at least once a month.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Initial TAY meetings began in December 2010. Meetings are held monthly and will continue to meet in 2012. Both CWS and Probation participate.</p>	<p>Julie Cain, Social Worker Supervisor  ILP Coordinator  Linda Sanford, Assistant Chief Probation Officer</p>	
<p><b>2.2.2</b> Educate agency partners about services, events, and opportunities for the TAY population and maximizing access to services.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Agency partners have been educated and continue to receive more information regarding opportunities for TAY population. The Mental Health Services Act is supporting the TAY Collaborative.</p>	<p>Lora Chandler-Kaye, Social Worker (ILP worker)</p>	<p>Assigned to</p>
<p><b>2.2.3</b> Create a TAY based resource guide.</p>	<p><input type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>	<p>Lora Chandler-Kaye, Social Worker (ILP worker)</p>	
<p><b>2.2.4</b> Attendance by the Branch representatives will be monitored by the coordinator.</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input checked="" type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p> <p>Probation Department and CWS attendance verified by attendance sheets.</p>	<p>Lora Chandler-Kaye, Social Worker (ILP worker)</p>	
<p><b>2.2.5</b> The TAY collaborative will develop a mechanism to set goals and evaluate the success in meeting</p>	<p><input checked="" type="checkbox"/> Year 1: Jan 2011 to Jan 2012  <input checked="" type="checkbox"/> Year 2: Jan 2012 to Jan 2013  <input type="checkbox"/> Year 3: Jan 2013 to Jan 2014</p>	<p>Lora Chandler-Kaye, Social Worker (ILP worker)  Julie Cain, Social Worker</p>	

	these goals as they relate to the population served.	The TAY collaborative is being developed via the MHSA Innovations Project. The Project requires a creation of a TAY council. Both CWS and Probation are involved in this Project.		Supervisor
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**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**  
 Development of MHSA Innovations TAY project has begun as of July 2011.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**  
 Training on AB 12 and AB 212 has been received. Program Manager, supervisor and staff analyst will receive more training on 11-15-11.

**Identify roles of the other partners in achieving the improvement goals.**  
 Partners involved in TAY collaborative include: Public Assistance, Employment and Training Branch, Public Health Branch, Mental Health Branch, Alcohol and Other Drug Program, Juvenile Probation, Remi Vista Inc., and Child Welfare Services. All partners will individually and collectively support TAY and maximize their use of benefits available to them.

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

### **3. CWSOIP Narrative**

#### **A. CWS**

Child Welfare Services Outcome Improvement Plan funds for 2010-11 will be used to:

- Partially fund Baby Steps, a voluntary support program for pregnant and parenting teens.
- Fund Parent Partner and TAY mentor positions
- Training and implementation of new strategies such as Family Group Decision Making, Signs of Safety and Motivational Interviewing, identified in the SIP Matrix.

#### **B. Probation**

The Del Norte County Probation Department was not able to claim 09-10 OIP funding due to staff shortages. Probation OIP funds for 2010-11 will be used to:

- support staff training needed for family team building strategies such as negotiation and communication techniques
- subsidize supportive family activities such as bowling or camping while working to stabilize families

### **2012 Annual Update CWSOIP Narrative**

#### **A. CWS**

Child Welfare Services Outcome Improvement Plan (CWSOIP) funds for 2010-11 were used to:

- Partially fund Baby Steps, a voluntary support program for pregnant and parenting teens.
- Training and implementation of Family Team Meeting model, Signs of Safety and Motivational Interviewing, identified in the SIP Matrix.

CWSOIP funds for 2011-12 will be used to:

- Partially fund Baby Steps
- Give training for Signs of Safety
- Train and implement Family Team Meeting Model

#### **B. Probation**

The Del Norte County Probation Department did not access funds in 2010-2011 due to continued staff shortages. We have hired three new officers,

two of which have completed training and will be invaluable in supporting our goal to access the funding in 2011-2012.

Probation OIP funds for 2011-2012 will be used to:

- Subsidize supportive family activities to stabilize families.
- Support staff training needed for family team building strategies.

## **2. SIP Team & Plan Overview**

### **A. Child Abuse Prevention Council**

#### **i. Mission**

To promote healthy families by encouraging education, public awareness and community support in Del Norte County. Supporting child advocacy, encouraging child focused community events, developing self-sustained and locally supported resources, will lead to a safer community that values the future and empowerment of children.

#### **ii Structure**

The CAPC was designated as the council to carry out child abuse prevention functions by the County of Del Norte County Board of Supervisors, resolution # 2009-004 (Attachment C). The CAPC is comprised of designees from agencies, community based non-profits, and community members. (Attachment E)

The CAPC was also designated to carry out the California Children's Trust Fund (CCTF) activities per resolution # 2005-48 (Attachment D). The CAPC receives CCTF and Kids Plate revenue. The dollar amount received by the CAPC in FY 2009/10 was \$5,723. CCTF information as specified in W&I code section 18970 (c) is collected and published at the Del Norte County Auditor's Office and available to the public.

#### **iii Standing Committees of CAPC**

- Executive Committee  
This committee will ensure the Council is working in accordance with all local, state, and national standards. There will be a Chair, Vice Chair, Secretary and Treasurer on the committee. Members will be nominated and elected from the council membership each year.

- April Child Abuse Prevention Committee  
This committee will be responsible for fundraising, planning, and holding the annual youth and family fair and other activities, during April Child Abuse Prevention Month.
- Education and Outreach Committee  
This committee will meet as necessary or at the request of the Council Chair. The committee will promote public awareness of child abuse and neglect prevention and encourage families to participate in child focused community events that will build a safer community for children, through outreach and education activities.

#### **B. PSSF Collaborative**

For the purposes of planning for the use of PSSF funds, our local planning body was the SIP Stakeholder Team that participated in the County Self Assessment (CSA) and the development of the System Improvement Plan (SIP). During the CSA/SIP process, group meetings, focus groups, interviews, surveys, and planning meetings occurred to solicit input from the Stakeholder Team. The group was able to reach a consensus that PSSF funds would be best used in support of a program for dependent children linked to parent education for adults receiving time limited reunification and adoption support services, as previously noted in this report.

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

In Del Norte County the Child Abuse Prevention Council Del Norte carries out the function of a CCTF Council. This was approved by the Del Norte County Board of Supervisor's in resolution # 2005-48 (Attachment D). Full description of the Child Abuse Prevention Council structure has been previously noted in this report.

#### **D. Parent Consumer**

The CAPC will continue to have at least one parent consumer on the Council. The parent will receive a stipend for participation. The parent representative will be involved in the planning and execution of the Youth and Family Fair, a reoccurring Child Abuse Prevention Month activity. Additionally, the parent volunteer is required to attend monthly CAPC meetings, sit on one or more of the standing or ad hoc committees within

the council, and provide important feedback representing the parent's point of view.

The CAPC parent representative will assist in recruiting more parent participants for prevention based activities. Parents will be invited to prevention activities and training sponsored by the Department of Health and Human Services.

A parent partner will be hired through the Department of Health and Human Services (DHHS) to assist in the early engagement of parents in the Emergency Response program. The parent will be trained in Motivational Interviewing, Structured Decision Making, Signs of Safety as well as basic Child Welfare Services practices.

**E. Designated Public Agency**

DHHS, Social Services Branch is designated by the Board of Supervisors to administer the CAPIT/CBCAP/PSSF programs.

**F. Fiscal & Outcomes Narrative**

Del Norte County DHHS assures that the funds received will supplement, not supplant, other State and local public funds and services provided. Although CAPIT/CBCAP/PSSF funds are not currently leveraged with other funds, collaborative and supportive partnerships have been formed that enable CAPIT/CBCAP/PSSF services to be provided and sustained in various locales. These collaborations are discussed further under Service Array. In addition, the county and the CAPC will continue to explore leveraging these funds as opportunities arise. CAPIT and CBCAP funds will continue to be awarded to an eligible non-profit agency in response to an RFP to provide ongoing services identified as a need in the community. Sixty percent of PSSF funding will be used by the County to provide direct services to eligible children and families. Forty percent of PSSF funding will be used to provide services through a community provider to eligible children and families.

The Fiscal Unit (DHHS) tracks expenditures via PIN codes, and report CAPIT and PSSF expenditures on the County Expense Claim. CBCAP funding is tracked by DHHS through PIN codes, invoices submitted by the contractor and oversight by the Social Services Branch manager. Children's Trust Fund and Kid's Plate revenue is held in an account by DHHS. DHHS receives and processes invoices from the CAPC for funds in the CCTF. DHHS provides account information to the CAPC on a monthly basis.

**G. Local Agencies- Request for Proposal Process**

As the designated public agency, Del Norte County Department of Health and Human Services gives the following assurances:

- A competitive process was used to select and fund programs.
- 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.
- Agencies eligible for funding provided evidence that demonstrated broad-based community support and that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency.
- The project funded shall be culturally and linguistically appropriate to the populations served.
- Training and technical assistance shall be provided by private, nonprofit agencies to those agencies funded to provide services.
- Services to minority populations shall be reflected in the funding of projects.
- Projects funded shall clearly be related to the needs of children, especially those 14 years of age and under.
- 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.
- Non-profit subcontract agencies have the capacity to transmit data electronically.

For the use of CAPIT funds:

- The Department of Health and Human Services, the designated public agency, will give priority for services to

children who are at high risk, including children who are being served by child welfare services for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies.

- The agency funded shall demonstrate the existence of a 10% cash or in-kind match, other than funding provided by the CDSS.

#### **H. CBCAP Outcomes**

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

##### **i. Engagement Outcomes:**

- Request that each family served with CBCAP funds complete the "IY Parent Program Satisfaction Questionnaire" at course completion. (Attachment H)
- In the "Overall Program" category, participants will indicate a neutral or higher rating in nine of the eleven possible responses.
- DHHS will monitor the outcome by randomly selecting ten questionnaires per class cycle.

##### **ii. Short Term Outcomes:**

- Request that each family served with CBCAP funds complete the "IY Parent Program Satisfaction Questionnaire" at course completion.
- In the "Specific Parenting Techniques" participants will indicate a neutral or higher rating in five of the nine possible responses in the "Difficulty" section and seven of the nine responses in the "Usefulness" section.
- DHHS will monitor the outcome by randomly selecting ten questionnaires per class cycle.

##### **iii. Intermediate Outcomes:**

- Reflect changes in applied skills and behavior of individuals who successfully graduate from the Incredible Years parent education program. Examples include increase use of positive discipline skills, ability to meet child's health care and school readiness needs and understanding of child's developmental abilities.
- DHHS will monitor this outcome by randomly selecting ten pre and post test questionnaires (Attachment I) per class cycle. Tests will be reviewed to determine participant satisfaction with the provision of service and the education received.

**iv. Long Term Goals:**

- An annual decrease in the number of participants who have recurrence of a substantiated referral for abuse and/or neglect after graduating from IY.

**I. Peer Review**

CBCAP grantees will develop an annual Peer Review process by January 2012 and at least one Peer Review will occur between January 2012 and January 2014. DHHS ensures that the CBCAP Peer Review process will be using the guidelines entitled: "CBCAP Peer Review in CBCAP: A Source Document for Assessment and Best Practice".

**J. Service Array**

CAPIT/CBCAP/PSSF funded services are coordinated with the array of services available in the County in a variety of ways. The Incredible Years receives referrals from many agencies serving children and families including Del Norte County Schools, Family Law Mediation, the Family Resource Center, and through self referral. The program also provides services in local schools with the Dina Dinosaur curriculum and in the County Jail for parents participating in a Child Welfare Services case plan. The program will also be further integrated into Child Welfare Services with the addition of the specialized sessions of Dina Dinosaur for dependents of the court ages 2-10 to be offered simultaneously with the Incredible Years Parent Education curriculum for their parents or concurrent caregiver. PSSF Time Limited Reunification and Adoption Support monies will be used to support the special sessions of Dina Dinosaur. Dependents will participate in Dina Dinosaur within the 15

month period that begins on the date that the child is considered to have entered foster care.

Baby Steps, an early intervention program for pregnant and parenting teens, is funded in part through PSSF Prevention and Family Preservation monies. This program is highly collaborative and meets monthly with team partners from Public Health, Public Assistance – Employment and Training, Del Norte County Schools, Northcoast Children’s Services – Headstart, Planned Parenthood and Redwood Coast Regional Center. The program delivers services in coordination with Cal Learn and with Planned Parenthood in a program offered to a smaller segment of the larger group called, Teen Success. The goal of this program is to maintain family size while the teen parent obtains their high school diploma.

**K. CAPIT/CBCAP/PSSF Services and Expenditure Summary**

Del Norte County's expenditure plan that identifies how funds will be expended for activities allowable under each funding source can be found in Attachment F.

**L. Description of Services**

**i. Incredible Years Program**

A parent education program with an overarching goal to improve parent/child interactions that is based on 4 components:

- play
- praise and reward
- effective limit setting
- handling misbehavior

Each course meets weekly for 12 weeks. Participants are given homework to complete between classes. The program provides child care and a meal at each class.

**ii. Dina Dinosaur Treatment Program**

This cognitive-behavioral group therapy intervention will operate in conjunction with the Incredible Years Program. The program focuses on training young students in social skills and problem solving. It emphasizes emotional literacy, empathy, friendship, communication skills, anger management, interpersonal problem solving, school rules and academic success. The goal is to improve peer relationships and to reduce children's aggression in the home and at school. The classroom curriculum will

target dependent children ages 2 to 10. The intervention uses such techniques as puppet and role modeling, coaching and reinforcement during structured activities and visual imagery and play.

### **iii. Baby Steps**

A home visiting and case management program designed for parenting and/or pregnant teens. Baby Steps provides the following services

- Age appropriate developmental information for their children
- Developmental assessments for children using the PEDS screening tool
- Family strengths and needs assessments
- Resource and referral to community services
- Monthly social support group meeting which include education, resource information and incentives

### **Annual Update 2012**

The annual update for CAPIT, CBCAP, and PSSF is a separate document.

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## **Peer Quality Case Review (PQCR) Executive Summary**

The underlying purpose of the PQCR is to provide a rich and deep understanding of actual practices in the field by bringing in outside expertise to help shed light on the strengths and challenges for county Child Welfare Services and Probation Department. For Child Welfare Services, PQCR studies the delivery systems and social work practices of the agency. For Probation, the goal of the PQCR is to identify key patterns of agency services for youth in out-of-home care. Both agencies benefit by using peer reviewers that can offer objectivity to the process and serve as an immediate training resource.

Del Norte County Department of Health and Human Services, Child Welfare Services, and the Del Norte County Probation Department conducted their PQCR in January 2010. The on-site review for both agencies was conducted simultaneously on January 22-23, 2010.

### **Focus Area**

Del Norte County Child Welfare Services and Probation Department both chose the Reunification Outcome Measure C1.1 to review as the county continues to perform below the federal goal in this measure.

Child Welfare Services selected this outcome measure to analyze reunification practices. Careful assessment will be made of existing programs and consideration given to adoption of new methods or practices with the goal of increasing family reunification without simultaneously increasing foster care re-entry.

The Probation Department chose this outcome measure to help improve the outcomes for their youth who have been in out of home placement and to help them successfully transition back into their home or to self sufficient adulthood. The strategies to engage parents in the reunification process were part of the review as recidivism appeared high for children returned home.

### **Strengths Identified in Peer Quality Case Review**

During the PQCR process, information was gathered from peer reviewers, focus groups, and community partner survey. The following areas were identified as strengths in the cases which were reviewed:

#### CWS Strengths and Promising Practices

- Social workers consistently used formal and informal means of assessment
- Successfully engaged Tribal Services when appropriate
- Various means of in-home support services were provided to families based on needs
- Social workers attempted to identify relative placements at the beginning of cases and made efforts to include relatives in family meetings.
- Proper visitation between families and children.
- Appropriate services given to families
- Strong CWS social worker history with cases.

#### Probation Strengths and Promising Practices

- Appropriateness of "fit" matching between minors and placements
- Visitations between probation officers and minors were appropriate
- Youth and family involvement in case plan
- Assessment of minor's needs.

## **County Self Assessment (CSA) Executive Summary**

The county self assessment is driven by a focused analysis of county data and incorporates input from community stakeholders. The full scope of child welfare and probation department services was reviewed.

This year's CSA process was integrated with the triennial needs assessment required for the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) programs.

The County Self-Assessment process confirmed a number of strengths in both Child Welfare Services and the Probation Department. The strengths were identified by staff of both agencies as well as by their colleagues, consumers and other community members. Data reports also pinpointed areas of strength in child welfare practices.

### **Strengths Identified in the CSA**

#### Services

Del Norte County has a remarkable array of services in spite of the size of the county and its rural, coastal location. Del Norte County has well utilized the multiple funding sources available to child welfare services and collaborated with other service providers, such as:

- CAPIT/CBCAP funded programs
- Wraparound (SB163) program
- Local Tribal Services

#### Practices

- Placing children in relative, non related extended family members, and tribal homes is a common practice
- Family Search and Engagement efforts are increasing
- Child Welfare Services staff are using Structured Decision Making tools
- Probation staff is using the Positive Achievement Change Tool for their assessments.

#### Agency Collaborations

- Child Welfare Services and the local Tribes are collaborating.
- Child Welfare Services and Probation Department.

ATTACHMENT C

BOARD OF SUPERVISORS  
COUNTY OF DEL NORTE  
STATE OF CALIFORNIA

RESOLUTION NO. 93-009-004

A RESOLUTION REORGANIZING CHILDREN'S SERVICES COORDINATION COUNCIL AND ESTABLISHING THE CHILD ABUSE PREVENTION COORDINATING COUNCIL AS AN INDEPENDENT ORGANIZATION WITHIN COUNTY GOVERNMENT

WHEREAS, the Board of Supervisors adopted Resolution 93-119 establishing the Children's Services Coordination Council on November 23, 1993, pursuant to Welfare and Institutions Code Section 18986.10;

WHEREAS, the Board of Supervisors also adopted Resolution No. 94-33, by which the Children's Services Coordination Council and the Child Abuse Prevention Coordinating Council were combined to establish the Interagency Family Services Council;

WHEREAS, on June 27, 1995, the Board of Supervisors adopted Resolution No. 95-82, by which (1) the Interagency Family Service Council was reorganized and renamed the Children's Services Coordination Council and (2) Resolution Nos. 93-119 and 94-33 were rescinded to the extent they conflicted with Resolution No. 95-82;

WHEREAS, the prevention of child abuse and the community's ability to respond to child abuse are of paramount concern to the citizenry of Del Norte County;

WHEREAS, the Board of Supervisors wants to promote all reasonable measures to defend, develop, and protect the interests of the children of Del Norte County to be healthy, safe, and nurtured;

WHEREAS, the establishment of an independent organization within County government that is focused exclusively on the prevention of and response to child abuse will enhance the community's ability to defend, develop, and protect these interests;

WHEREAS, the Board of Supervisors concludes, for the reasons set forth herein, that the establishment of an independent organization within County government pursuant to Welfare and Institutions Code Section 18986.5 will better serve the primary purpose of the Child Abuse Prevention Coordinating Council Act, which is to respond to and prevent child abuse by promoting and enhancing the coordination of prevention efforts among families, professionals, and agencies at the community level;

WHEREAS, within the Children's Services Coordination Council, a committee known as the Child Abuse Prevention Coordinating Council has been meeting to

BOARD OF SUPERVISORS  
COUNTY OF DEL NORTE  
STATE OF CALIFORNIA

RESOLUTION NO. 2005-28

RESOLUTION APPROVING THE DEL NORTE COUNTY CHILD ABUSE  
PREVENTION, INTERVENTION AND TREATMENT/COMMUNITY-BASED  
FAMILY RESOURCE AND SUPPORT/PROMOTING SAFE AND STABLE  
FAMILIES (CAPIT/CBFRS/PSSF) GRANT APPLICATION AND THREE-  
YEAR PLAN

WHEREAS, the effects of child abuse and neglect are felt by whole communities; and

WHEREAS, prevention programs offer positive opportunities for parents to learn skills and to connect to community supports, and therefore to succeed as parents; and

WHEREAS, effective child abuse and neglect prevention programs can succeed through early intervention and partnerships created among all community organizations and agencies serving families and children; and

WHEREAS, funds are available from the State of California, and the Federal Government to fund the improvement and expansion of prevention and early intervention programs in Del Norte County; and

WHEREAS, the Children's Services Coordinating Council is an established, successful council of child and family service providers in existence for almost 10 years; and

WHEREAS, a Children's Trust Fund has been established in Del Norte County and the Children's Services Coordinating Council, acting as the local Child Abuse Prevention Council, has been designated by the Board of Supervisors as the advisory council for its administration (W&I Code, Section 18950 et. seq.); and

WHEREAS, the Children's Services Coordinating Council has been designated to fulfill Promoting Safe and Stable Families planning activities (Title IV-B, Subpart 1 & 2); and

**NOW, THEREFORE, BE IT RESOLVED THAT THE COUNTY OF DEL NORTE, CALIFORNIA,** designates the Children's Services Coordinating Council as Del Norte County's Child Abuse Prevention Council (W&I Code, Section 18960 et.

Attachment E: Child Abuse Prevention Council Roster

LAST	FIRST	TITLE & AGENCY
Appel	Jodi	Rural Human Services Harrington House Director
Darnell	Melissa	Court Appointed Special Advocate
Davis	Amber	Department of Health and Human Services, Staff Svcs Analyst
Duncan	Leslie	Court Appointed Special Advocate
Dunham	Lindsey	First 5
Dutton	Jennifer	CAPC Parent Representative
England	Jennifer	Family Resource Center, Executive Director
Gensaw	Holly	Del Norte Youth Clubhouse
Jackson	Roy	Department of Health and Human Services, SW Supervisor
Leaberry	Rosalie	Community Volunteer
Markytan	Crystal	Department of Health and Human Services, Program Manager
McCollum	Cris	Del Norte Child Care Council, Director
Mckinsey		CAPC Youth Representative
Minx	Susie	Court Appointed Special Advocate, Executive Director
Moorehouse	Jan	Del Norte Unified School District, Superintendant
Morgan	Doug	Community Action Network, Executive Director
Murray	Kathryn	rural Human Services-Independent Living Supervisor
Perry-Ellis	Deanna	Department of Health and Human Services FFH Licensing
Schmidt	Walter	Parents Pro-tem
Slette	Christine	Court Appointed Special Advocate
Sullivan	Karen	Del Norte Unified School District, Foster Youth Program
Tryon	Cathy	Family Resource Center
Vernelson	Patti	First 5 E.D.
Waggener	Melodee	Del Norte Child Care Council & CAPC Interium Chair
Wells	Doreen	Del Norte Unifed School District
Wick	Charlie	Community Volunteer
Wilson	Byron	First 5

BY COLLEGE: Delaware College IN PERIOD OF YEARS: 2021-2023 FROM YEAR: 2021 TO YEAR: 2023  
 CAPID: 50000000 CREDIT: 120 FROM: 12/1/20 TO: 11/30/23  
 (A) FUNDING ESTIMATES -- OTHERS:

Line No.	Title of Program / Project	FUND	CLASS	SERIAL			FUND			GENERAL ACCOUNT	NUMBER OF OTHERS	FUND
				1	2	3	1	2	3			
1	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
2	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
3	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
4	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
5	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
6	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
7	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
8	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
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25	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
26	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
27	State of Delaware Transfer Program	100	100	100	100	100	100	100	100	100	100	
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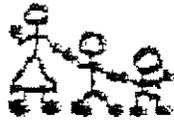
2017 Program Budget Summary - FY 2017

Line Item	Description	2017 Program Budget Summary - FY 2017		Total	Notes
		2017	2018		
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Attachment G: Abbreviations List

CAPIT	Child Abuse Prevention, Intervention, and Treatment Program
CBCAP	Community-Based Child Abuse Prevention Program
C-CFSR	California Child and Family Services Review
CCL	Community Care Licensing
CCPD	Crescent City Police Department
CCS	California Children's Services
CHAT	Child Abuse Treatment Program
CHDP	Child Health and Disability Prevention Program
CHP	California Highway Patrol
CLETS	California Law Enforcement Tracking System
CWS	Child Welfare Services
CWS/CMS	Child Welfare System/Case Management System: CWS computer system
DHHS	Department of Health and Human Services
DNCCC	Del Norte Child Care Council
DNSO	Del Norte Sheriff's Office
DNUSD	Del Norte Unified School District
DR	Differential Response
EA	Environmental Alternatives: Foster Family Agency
ER	Emergency Response
FFA	Foster Family Agency
FFH	Foster Family Home
FM	Family Maintenance
FR	Family Reunification
FRC	Family Resource Center
FSNA	Family Strengths and Needs Assessment (SDM tool)
HARP	Homeless Active Remediation and Prevention Program
HUD	Housing Urban Development authority
ICT	Inter County Transfer
ICWA	Indian Child Welfare Act
IEP	Individual Education Plan
ILP	Independent Living Program
ISAWS	Interim Statewide Automated Welfare System
IT	Information Technology
MDT	Multi Disciplinary Team
MOU	Memorandum of Understanding
NCTA	Northern California Training Academy
NREFM	Non-related Extended Family Member
PACT	Positive Achievement Change Tool
PIT	Point in Time
PQCR	Peer Quality Case Review
PSSF	Promoting Safe and Stable Families

RCRC	Redwood Coast Regional Services
RHS	Rural Human Services
SCI	Special Care Increment
SDM	Structured Decision Making
SFP	Strengthening Families Program
THPP	Transitional Housing Placement Program: (Program for independent, supervised placement of youth aged 16-19)
THP-Plus	Transitional Housing Program-Plus: (Subsidized housing for young adults having emancipated from foster care, ages 18-24)
TPR	Termination of Parental Rights
UIHS	United Indian Health Services: deliver medical, mental health, and ado services to the Native American population
VFM	Voluntary Family Maintenance Services
W&IC	Welfare and Institutions Code
WIC	Women, Infant, and Children



*Incredible Years*  
**Parent Program Satisfaction Questionnaire**  
*BASIC Parent Program*

(Hand out at end of the program)

Participant's Name \_\_\_\_\_ Date \_\_\_\_\_

The following questionnaire is part of our evaluation of the treatment program that you have received. It is important that you answer as honestly as possible. The information obtained will help us to evaluate and continuously improve the program we offer. Your cooperation is greatly appreciated. All responses will be strictly confidential.

**A. The Overall Program**

Please circle the response that best expresses how you honestly feel at this point:

1. The major problem(s) that originally prompted me to begin treatment for my child is (are)

considerably worse      worse      slightly worse      the same      slightly improved      improved      greatly improved

2. My child's problems which I/we have tried to change using the methods presented in this program are

considerably worse      worse      slightly worse      the same      slightly improved      improved      greatly improved

3. My child's problems which I/we have not tried to change using the methods presented in this program are

considerably worse      worse      slightly worse      the same      slightly improved      improved      greatly improved

4. My feelings about my child's progress are that I am

very dissatisfied      dissatisfied      slightly dissatisfied      neutral      slightly satisfied      satisfied      greatly satisfied

5. To what degree has the treatment program helped with other personal or family problems not directly related to your child (for example, your marriage, your feelings in general)?

hindered much more than helped      hindered      hindered slightly      neither helped nor hindered      helped slightly      helped      helped very much

6. My expectation for good results from this treatment is

very pessimistic      pessimistic      slightly optimistic      neutral      slightly optimistic      optimistic      very optimistic

Handout 7-1

Del Norte Child Care Council/CAPIT  
Parenting Classes

PRE-TEST/POST-TEST

---

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Age: \_\_\_\_\_ Ethnicity: \_\_\_\_\_ Sex: \_\_\_\_\_

*\*Please circle one answer*

1. Parents spoil their children by picking them up and comforting them when they cry.  
a. Agree      b. Uncertain      c. Disagree
2. Children develop good, strong characters through strict discipline.  
a. Agree      b. Uncertain      c. Disagree
3. Parents have a responsibility to spank their child when he/she has misbehaved.  
a. Agree      b. Uncertain      c. Disagree
4. Parents should expect children to feed themselves by 12 months.  
a. Agree      b. Uncertain      c. Disagree
5. Young children who feel secure often grow up expecting too much.  
a. Agree      b. Uncertain      c. Disagree
6. Children under 3 years should be expected to feed, bathe, and clothe themselves.  
a. Agree      b. Uncertain      c. Disagree
7. Parents who are sensitive to their children's feelings and moods often spoil them.  
a. Agree      b. Uncertain      c. Disagree

## Attachment J: BOS Notice of Intent

State of California- Health and Human Services

California Department of Social Services

### NOTICE OF INTENT CAPIT/CBCAP/PSSF PROGRAM CONTRACTS FOR DEL NORTE COUNTY

**PERIOD OF PLAN: 01-31-2011 THROUGH 01-31-2014**

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

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

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

**W&I Code Section 16502(b) requires that the local Welfare Department shall administer PSSF.** The county Board of Supervisors designates the Department of Health and Human Services as the public agency to administer PSSF.

**Please check the appropriate box.**

- The County intends to contract with public or private nonprofit agencies to provide services.
- The County does not intend to contract with public or private nonprofit agencies to provide services and will subcontract with \_\_\_\_\_ County to provide administrative oversights 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 and Prevention  
744 P Street, MS 8-11-82  
Sacramento, California 95814

Leslie McNamee  
County Board of Supervisors Authorized Signature

3/8/11  
Date

Leslie McNamee  
Print Name

3/8/11  
Title

