

California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Del Norte County
SIP Period Dates	November 19, 2014 to November 19, 2019
Outcome Data Period	January 2014

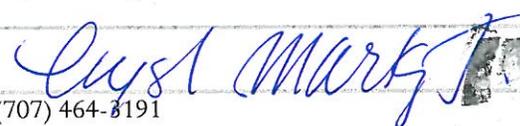
County Child Welfare Agency Acting Director

Name	Dorothy Provencio
Signature*	
Phone Number	(707) 464-3191
Mailing Address	880 Northcrest Drive Crescent City, CA 95531

County Chief Probation Officer

Name	Lonnie Reyman
Signature*	
Phone Number	(707) 464-7215
Mailing Address	450 H Street Crescent City, CA 95531

Public Agency Designated to Administer CAPIT and CBCAP

Name	Crystal Markytan
Signature*	
Phone Number	(707) 464-3191
Mailing Address	880 Northcrest Drive Crescent City, CA 95531

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Board of Supervisors (BOS) Signature

BOS Approval Date	N/A
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Mail the original Signature Sheet to:

Children's Services Outcomes and Accountability Bureau
 Attention: Bureau Chief
 Children and Family Services Division
 California Department of Social Services
 744 P Street, MS 8-12-91
 Sacramento, CA 95814

*Signatures must be in blue ink

Contact Information

Child Welfare Agency	Name	Crystal Markytan
	Agency	Department of Health and Human Services
	Phone & E-mail	(707) 464-3191 cmarkytan@co.del-norte.ca.us
	Mailing Address	880 Northcrest Drive Crescent City, CA 95531
Probation Agency	Name	Katrina Jackson
	Agency	Probation Department
	Phone & E-mail	(707) 464-7215
	Mailing Address	450 H Street Crescent City, CA 95531
Public Agency Administering CAPIT and CBCAP <small>(if other than Child Welfare)</small>	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
CAPIT Liaison	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
CBCAP Liaison	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
PSSF Liaison	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	

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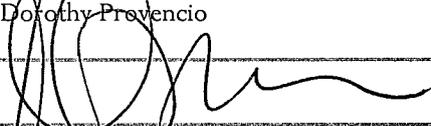
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Public Agency Designated to Administer CAPIT and CBCAP

Name	Crystal Markytan
Signature*	
Phone Number	(707) 464-8191
Mailing Address	880 Northcrest Drive Crescent City, CA 95531

Board of Supervisors (BOS) Signature

BOS Approval Date	N/A
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	Mailing Address	
PSSF Liaison	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	

California - Child and Family Services Review

Del Norte County Self-Assessment

2014



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Introduction

Overview

In January, 2014, Del Norte County Child Welfare Services (CWS) and Del Norte County Juvenile Probation Department (Probation) management staff began preparations for the County Self-Assessment (CSA). Multiple conference calls were held with the County's California Department of Social Services (CDSS) Outcome and Accountability Consultant, Julie Cockerton between January and April to develop a strategy for gathering the information necessary for the CSA report; including the procedure for prepping for the peer review and the stakeholder's meeting. Theresa Sanchez, consultant with the Office of Child Abuse Prevention (OCAP), also participated and provided guidance regarding the integration of the child abuse prevention federal and state program reporting.

The county contracted with the Northern Regional Training Academy at the University of California at Davis for technical assistance including data analysis from the Peer Review and stakeholders meeting, assistance with facilitation of both events, and help with finalizing the CSA report. Nancy Hafer, Lisa Tadlock, Jennifer Lowery and Joanne Brown from the Northern California Regional Training Academy (UC Davis) were integral to the success of the process.

Department of Health and Human Services (DHHS), Social Services Branch, Program Manager, Crystal Markytan was the project lead, coordinating the process with local stakeholders and consultants, and the primary author of this report. Katrina Jackson, Probation Assistant Chief, was the primary author of the information submitted by the Probation Department. Amber Davis, Staff Services Analyst II from the Social Services Branch took the lead in planning and organizing the logistics for the county. Ms. Davis was also responsible for CWS data collection and analysis as well as the lead author for that section of the report. Susan Wilson, Social Worker Supervisor II, authored the direct services portion of this report with contributions from Julie Cain, Social Worker Supervisor of Court Unit; Deanna Perry Ellis, Social Worker Supervisor of Licensing and Approval; and Roy Jackson, Social Worker Supervisor of Transitional Age Services.

C-CFSR Planning Team & Core Representatives

C-CFSR TEAM

Name	Job Title	Agency
Anderson, Melinda	Social Worker IV	Department of Health and Human Services
Baldwin, Vickie	Incredible Years Coordinator	Del Norte Child Care Council
Ballou, Christine	Special Education Director	Del Norte Unified School District
Bancroft, Randy	Employment Consultant, Youth Coordinator	Workforce Center/RHS
Blatnick, Gary	Director	Department of Health and Human Services
Boylan, Tedee	Adoption Specialist	State Adoptions
Boynton, Paulie	Social Worker	Smith River Rancheria
Bruebaker, Jermaine	Project Manager	Opportunity Youth Initiative
Cable, Elizabeth	Deputy County Counsel	County Counsel
Cain, Julie	Child Welfare Services Supervisor	Department of Health and Human Services
Cannon, Melody	Program Manager, Health Department	Department of Health and Human Services
Chavez-Fong, Carmen	Program Manager, Public Assistance and Employment and Training Branch	Department of Health and Human Services
Clough, Marci	Social Worker II	Department of Health and Human Services
Cumbra, Dan	Program Manager, Alcohol and Other Drugs	Department of Health and Human Services
Davis, Amber	Staff Services Analyst II	Department of Health and Human Service
Davis, Sheila	Social Worker III	Department of Health and Human Services
England, Georgia	Social Worker III	Department of Health and Human Services

Farren, Cindy	Social Worker III	Department of Health and Human Services
Ferguson, Jesse	Eligibility Worker	Department of Health and Human Services
Fraze, Kyle	Legal Clerk	Department of Health and Human Services
Freidrich, Heather	Social Worker III	Department of Health and Human Services
Golden, Melissa	Eligibility Worker	Department of Health and Human Services
Harte-Lehman, Robin	Social Services Aide	Department of Health and Human Services
Hawthorne, Paulie	Social Worker	Smith River Rancheria
Ingram-Obiea, Jolanda	Attorney	Yurok Tribe
Jackson, Katrina	Assistant Chief of Probation	Probation Department
Jackson, Roy	Child Welfare Services Supervisor	Department of Health and Human Services
Judge Doehle, Chris	Judge	Juvenile Court
Judge Follett, William	Judge	Juvenile Court
Markytan, Crystal	Program Manager, Social Services Branch	Department of Health and Human Services
McQuillin, Raymond	Yurok Tribe- policy	Yurok Tribe
Moore, Michelle	Community Contact	Foster parent
Nice, Lo	Social Services Aide	Department of Health and Human Services
Nielsen, Crystal	Social Worker III	Department of Health and Human Services
Nugent, Timothy	Managing Social Worker	Environmental Alternatives
Olson, Don	Superintendent	Del Norte Unified School District
Perez, Celia	Supervising Clinician, Mental Health Branch	Department of Health and Human Services
Perry, Dorothy	Director of Social Services	Smith River Rancheria
Perry-Ellis, Deanna	Adult and Family Services Supervisor	Department of Health and Human Services
Pryor, Carolyn	Adoptions Worker	State Adoptions
Reyman, Lonnie	Chief Probation Officer	Probation Department
Scott, Martha	Foster Youth Services/Educational Liaison	Del Norte Unified School District
Scott, Teri	Social Worker III	Department of Health and Human Services

Slette, Christine	Executive Director	CASA of Del Norte
Walradt, Tom	Social Worker III	Department of Health and Human Services
Ward, Deidra	Social Worker IV	Department of Health and Human Services
Wilson, Susan	Child Welfare Services Supervisor	Department of Health and Human Services
Williamson, Ramsey	Probation Officer	Probation Department

CORE REPRESENTATIVES

Name	Job Title	Agency
Cain, Julie	Child Welfare Services Supervisor	Department of Health and Human Services
Davis, Amber	Staff Services Analyst II	Department of Health and Human Services
Jackson, Katrina	Assistant Chief of Probation	Probation Department
Jackson, Roy	Child Welfare Services Supervisor	Department of Health and Human Services
Markytan, Crystal	Program Manager, Social Services Branch	Department of Health and Human Services
Wilson, Susan	Child Welfare Services Supervisor	Department of Health and Human Services
Williamson, Ramsey	Probation Officer	Probation Department

THE CSA PLANNING PROCESS

Del Norte County began the formal preparation for the current County Self-Assessment by meeting with the core representatives and planning team in early January, 2014. CWS and Probation management staff compiled data needed for the CSA while simultaneously planning for the peer review, focus groups and stakeholder meeting. This data was reviewed and interpreted internally by each department. The team reviewed the requirements for the CSA including the peer review. In preparation for the peer review, the planning team conducted regular conference calls with California Department of Social Services (CDSS), the Office of Child Abuse Prevention (OCAP) and the Northern Training Academy to establish the assessment schedule and logistics for the peer review. The peer review was held on April 1-3, 2014 at DHHS

and details are discussed later in this report. In addition to the peer review there was also an attempt to hold a focus group with biological parents during the Peer Review on April 2, 2014. While three parents had confirmed; none were able to attend. Individual contact was attempted multiple times with seven parents, including the three mentioned above. Unfortunately, none could be reached as of the writing of this report.

After the peer review there was a focus group with nine (9) youth participating in the Independent Living Skills Program (ILP) that was conducted on April 10, 2014 at Coastal Connections, a youth and young adult resource center. A similar focus group with 3 probation youth was held the previous week at Juvenile Hall.

As part of the CSA process, there was a stakeholder meeting held on April 21, 2014. Stakeholders consisted of public and private community organizations, tribes, and individuals working closely with CWS and Probation. The meeting was a success with 40 participants (50% of the stakeholders invited) in attendance. Those who participated in the process were included in the C-CFSR Team. Stakeholders were provided information regarding data trends and encouraged to think about the next five years in terms of recommendations and suggestions for ways these agencies can continue to improve their services to children and families. The stakeholders interface with CWS and Probation on a regular basis and brought extensive experience to the meeting. Comments and suggestions were documented and have been incorporated in this assessment.

The final version of the CSA report was a joint effort between both departments with the chief responsibility for planning, writing and analysis taken by CWS, and provides a thorough overview of services for youth and young adults in Del Norte County as a community. The information collected and the analysis conducted will be used to develop a System Improvement Plan (SIP) that will guide both departments over the next five years. All the required core representatives participated in our preparation of the CSA and will continue to work together in the preparation and implementation of the SIP.

FOCUS GROUP FEEDBACK

Youth were asked targeted questions about their personal experience in foster care; their opinions about the services provided to them; services they would benefit from; and their outlook on the future.

The youth agreed that having adequate resources both while living with their families and while in placement were essential to their developing a solid foundation as they approached adulthood. Basic independent living skills were ranked as very important to succeeding in the community including: money management; help with obtaining more education/vocational skills; transportation; and accessing services. Overall, the youth stated that counseling, services to help with drug addiction and services for recovery and avoiding drug addiction were inadequate in Del Norte County. Both groups shared challenges in crafting a network of resources and individuals to support positive personal growth, including needing help with feeling isolated, negative self-image, managing “unprogressive attitudes”, and making better decisions. Access to resources for their parents in terms of housing, employment, and their own recovery from substance abuse or alcoholism were a priority to the youth, especially for the youth in custody of the Probation Department. Youth in Probation stated they had multiple placements, were often runaways, and sometimes used substances in placement. They requested more services while in custody especially more counseling. Counseling was identified by youth as essential to their preparation for placement and/or going home. Youth in the IL program were familiar with a number of transition related community services including Coastal Connections, Remi Vista, and tribal programs. They agreed that the services for youth in the County were limited and that “there was nothing much to do”. A youth center is available, but should include a wider range of activities, recreation, and mentoring.

STAKEHOLDER FEEDBACK

On April 21, 2014, Del Norte County stakeholders convened in a daylong meeting and responded to a series of structured questions about topics relating to: the prevention of child abuse and neglect; the adequacy of community resources and services to help children and families; the effectiveness of CWS and probation. They were also asked for their recommendations to improve CWS and Probation's response to children, youth, and families at risk.

Data was presented to the Stakeholders at the meeting regarding the number of referrals received by CWS; the rate of substantiated reports of abuse and neglect; and the entry rate into foster care in Del Norte County. The entry rate has decreased over recent years due to a number of factors including a decrease in the total number of families in the county; the use of safety plans with multi-focused support systems; finding alternatives to detention; expanded use of Safety Organized Practice (SOP); and reducing staff turnover in CWS. Stakeholders described public perception of this trend as "*mixed*". There was some support for increased removals because of mental health and alcohol abuse which is considered to be "out of control" and "people are floundering because of it". Concerns were expressed that the public believes that there may be too much emphasis on keeping children at home despite these circumstances. There are also fewer foster homes in the county which some suggested might be impacting the entry rates.

Stakeholders also acknowledged disproportionality for Native American children in foster care and the necessity for CWS to carefully monitor policy and procedures which might be related to disproportionality. The Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) youth population was also identified as needing special attention to ensure that they received the necessary support and services in the county as a higher risk population.

According to stakeholders there are many services available in Del Norte County to children and youth which promote their wellbeing, such as: medical/dental care; tutoring and mentoring; Warrior Overtime; Reach for Success; Tribal services; after school activities; public recreation; Court Appointed Special Advocate (CASA); Coastal Connections; Alcoholics Anonymous meetings for youth; and Independent Living Program (ILP). CWS and Probation provide support to youth through placement officers, mentoring and referrals. Environmental

Alternatives provides an array of services to assist youth in acquiring independent living skills, classes, housing, and improved communication skills.

The local network of medical and dental services, teen clinic, Child Health and Disability Prevention Program (CDHP), and open clinics are all available for critical services. Mental health services are available for children and youth through Remi Vista Inc. in addition to collateral services for their families; psychiatric services are available through county mental health *Tele-Psych*, a video counseling service. Special education and Individualized Education Plan (IEP) programming is supported by the schools in part through the foster care liaison employed by the Del Norte Unified School District (DNUSD). Services are also available to youth who have been adopted in Del Norte County including financial support and adoption counseling. No obstacles to acquiring services were reported. Delay in timely adoption was attributed to legal procedures and special provisions such as in ICWA cases, notice requirements, and continuances.

Families with youth on probation have access to Remi Vista, anger management for parents, Alcohol and Other Drugs Program (AOD) for parents, Probation linkages, and Tribal services. Tribal resources for Juvenile Probation, the Multidisciplinary Team (MDT) and county Wraparound are examples of using blended funding sources to help probation youth meet their case plans. Probation also uses informal probation, Anger Replacement Training (ART), Matrix, and victim witness- Chat, to help prevent youth from going into placement. CWS operates and Probation youth have access to Coastal Connections, a youth and young adult resource center; MDT and the Inter-County Management Team (ICMT); safety planning with families; Linkages, (a collaborative program between CWS and CalWORKs); SB 163 (Wraparound); Tribal MDT; and voluntary family maintenance.

Over the past 3-5 years, stakeholders recognized many improvements by both CWS and Probation. In CWS, improvements cited included implementation of SOP, employing additional aides to facilitate visitation, use of safety plans, increased use of relative and tribal placements, increased staff stability, use of more strength based approaches, improved internal and external communication, and more use of Memorandum of Understanding (MOU's) with tribes. In Probation, more services are being offered upfront before detention; Remi Vista services are used to support youth and their families; staff stability has improved; and more focus has been placed on involving the families in placement decisions.

Stakeholders agreed that there is active communication between agencies and providers about services for children and families in the county. Agencies communicate with each other in person, electronically, via court reports, and through written correspondences. Agencies have team meetings with youth. Youth and young adults are encouraged to maintain connections with siblings and significant adults with assistance from their social workers and probation officers. Stakeholders recommended that there should be more services focused on youth, including diversion, educational supports, and life skills around finances/budgeting. Stakeholders believed that communication between the Department of Health and Human Services and the Yurok Tribe is adequate but could be improved.

Stakeholders stated that there is training available for social workers and probation officers and offered recommendations for future topics. Training about poverty, DSM 5, Sexual Assault Response (SAR) and drug endangered children (DEC) were recommended for social workers. Training on ICWA, working with other agencies, trauma informed interventions were recommended for probation officers. More training for foster parents was also recommended.

Collaboration among agencies and providers in the county is characterized by stakeholders as "*strong*" overall and occurs in individual cases (MDT/ICMT and dual jurisdiction status were cited as examples), prevention strategies, program planning, probation's linkages program, and MOUs. Individual mental health plans for Katie A. eligible dependents are coordinated consistent with the Katie A settlement agreement. Katie A meetings are held twice monthly to discuss program development and allow regular monitoring of services by all agencies involved. Through the probation linkages process, all youth on probation are evaluated by Mental Health Branch and services are coordinated with county education agencies. Stakeholders agreed that "great communication" exists between CWS, Probation, the Courts, youth, parents, schools, social workers, relatives, non-relatives and the Tribes. "All parties want what is best for the youth and support those goals." Stakeholders also stressed the importance of improving existing MOUs and related agreements among agencies and providers. Improving substance abuse counseling especially for youth and improving access to mental health services for youth especially in need of psychiatric supervision were offered as examples of how collaboration could be improved to benefit youth under Probation and CWS supervision. Coordination with law enforcement could be strengthened especially as it relates to investigation of crimes against children which sometimes take months to investigate according to stakeholders.

Regarding transition age youth, stakeholders felt the challenges to successful transitions to adulthood included limited jobs; substance abuse; struggles from childhood; and multigenerational poverty. However, stakeholders reported that a range of services were available for transition age youth including: ILP; Emancipated Youth Services (EYS); mentoring; Coastal Connections; recreational activities; workforce center; community activities; peer mentors; community college; transitional housing plus program (THP+); vocational training; and substance abuse treatment/counseling. It was the opinion of stakeholders that social workers support youth in their transition to adulthood through locating resources, transitional case planning, providing birth certificates and arranging ID cards, credit checks, regular contact, and in general, helping the youth build a network of support both in the family and in the community.

Stakeholders acknowledge that transition from probation to adulthood can be negatively impacted by many factors e.g., family history, substance abuse, lack of jobs, poverty rate, absence of positive role models, and, “the stigma of being in a small community when you are on probation and known to the police”. Services needed for youth on probation are: youth specific AOD; family counseling; jobs programs and training; afterschool programs; and gender specific groups and clubs. Stakeholders recommended that Probation should partner with the Sheriff’s Department and the Crescent City Police Department to support youth on probation and a successful transition to adulthood. Stakeholders agreed that Probation officers have a role in supporting this transition by helping youth work towards getting off probation, by building a bond; by encouraging accountability, and being a role model themselves.

The roles of others were recognized by stakeholders as being very important to youth successfully transitioning to adulthood. Families’ involvement in the transition to adulthood can vary depending on their particular circumstances. Foster parents and relative caregivers can help by providing support to youth such as teaching life skills, discussing future goals, and providing a positive influence.

Placement stability which is essential to the wellbeing of children and youth is strengthened by use of SOP and placing youth, whenever possible, with relatives and tribal members. Having an internal licensing unit and relative approval process within the Social Services Branch was deemed important as a means of improving placement stability. Multiple barriers to placement were described e.g., lack of mental health counselors; high incidence of substance abuse; a family not acknowledging issues; and foster parents not feeling like they are part of the team

for the child. Concurrent planning was not seen as effecting placement stability. Placement disruption was attributed to a broad range of factors including: attachment disorder; aggressive behavior; lack of foster care training; trauma in foster care; and substance abuse. It was recommended that more training be provided for foster parents that CWS and Probation to provide more information to foster parents about the needs of the children in their care.

Reunification depends on a number of factors directly related to the individual strengths and needs of the youth and family. CWS's best practices that were rated by stakeholders as being the most effective in helping families achieve timely and successful reunification were: a strong team of positive supports for parents which can help the family identify their needs and resources; engaging the family; and identifying natural supports. Use of the SOP model was also identified as important to successful reunification. Stakeholders identified programs for families involved with CWS or Probation that were directly linked to positive outcomes in reunification as SOP, AOD,HUD, Remi Vista, Wraparound services, probation linkages, CWS/CalWORKs Linkages, and motivational interviewing. It was noted that the child's placement can be a factor in timely reunification. Stakeholders expressed the opinion that placing a child out of county has a negative impact on reunification. Some stakeholders believed that foster parents do not always support successful reunification. Barriers to reunification include lack of after care services; lack of resources for substance abuse, apathy, and anger; excessive involvement with either the CWS or Probation department; and family placements.

To avoid reentry after reunification, stakeholders stressed the importance of providing special help for families in preparing for reunification and avoiding situations which could result in child abuse or neglect. Thoughtful aftercare for families requires making sure the family is prepared as much as possible for reunification with their child (children); linking them with community partners to provide services; creating safety networks; and where possible, checking in with families periodically after the case is closed. The disappearance of support services and a support network is especially problematic for families living in isolated areas of the county where lack of transportation undermines access to services. Stakeholders acknowledged that there are few services in outlying areas, including a lack of available means for transportation to services, except for tribal members involved in the tribal wellness court where transportation is provided.

Substance abuse was recognized as a significant problem for families in the county compounded by the lack of adequate services. Stakeholders agreed that relapse increases

chance of reentry and the likelihood of relapse increases if parents don't remain connected to services.

Important needs and service gaps were noted by stakeholders. Stakeholders described mental health services as minimal at best, with more mental health specialists and counselors needed. Current mental health services are available only for persons with chronic or acute conditions which results in a lack of services for those people whose condition does not fit into those categories. Stakeholders believed that more medical care; activities for children and youth outside of school; a friendly and reliable provider system; transitional housing for families; more therapeutic foster homes; client transportation; AOD services for youth; diversion programs in probation; shorter waiting lists for subsidized housing; and after care services are necessary for families to be successful.

Stakeholders identified barriers to accessing services for children and youth: Delays in getting appointments for medical and dental care; limited access to specialists and qualified providers; and consistency in counselors at Remi Vista. Stakeholders indicated that there was a lack of service continuum or basic level of services available to families. One barrier is that many families do not know what is available or rely on word of mouth. Tribal social services, RCRC, RHS, Remi Vista, County Mental Health, CWS, and First Five are common sources of information about services.

Unemployment and poverty are ongoing barriers for agencies working with youth and families in Del Norte County. There "are not enough jobs in the county" according to stakeholders which can cause intergenerational trauma, domestic violence, and chronic drug and alcohol abuse. Specific areas in the county seem to be more affected by poverty than others, including Klamath, Smith River, and some "pocket areas" in the community. Although government is a significant employer, employment eligibility requirements exclude many county residents. Lack of transportation, seasonal rather than full time jobs, lack of a skilled workforce, the rural nature of the county, and limited community wellness programs further impacts the challenges faced by families.

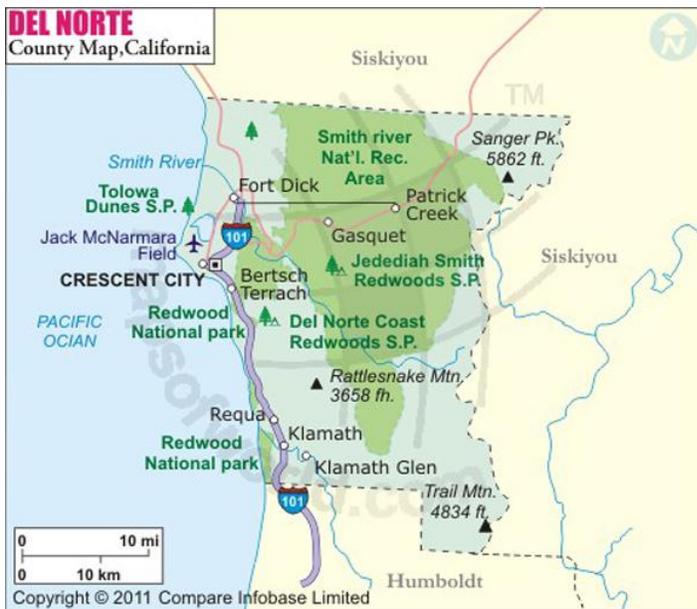
Suggestions were made about more outreach to inform the public about the role and responsibilities of CWS and Probation as an attempt to eliminate some barriers.

Stakeholders were asked to identify the top five needs of children and youth in Del Norte County. A consensus was only reached on the top two needs: developing support networks for families and counseling. Looking broadly at the needs of children in the county, stakeholders listed additional needs such as: access to services; parent’s stability in their own recovery; stable housing; youth being able to see their parents make changes; and, after care services including safety networks

Demographic Profile

A. GENERAL COUNTY DEMOGRAPHICS

Del Norte County is located in the far northwest corner of California, with the State of Oregon located on its northern border; Siskiyou County to the east, Humboldt County on the southern border; and the Pacific Ocean on the west. Del Norte County is a small coastal community, with an approximate population of 28,290 in 2012.¹ The population count of the county includes the inmates of Pelican Bay State Prison, known for housing approximately 2,700 of the state's most serious criminals. The county seat of Del Norte is Crescent City, which is the only incorporated city within the county lines.



Generally, outlying areas such as Smith River, Gasquet and Hiouchi to the north and Klamath to the south are not well served and tend to have limited family services. For example, Smith River has a significant population of undocumented farm workers who struggle with poverty, seasonal employment and poor living conditions. Being undocumented creates a barrier to

¹ <http://quickfacts.census.gov/qfd/states/06/06015.html>

accessing support services due to ineligibility or a lack of understanding by the population about what services are available to them.

Smith River is also the home of Smith River Rancheria a Federally recognized Tribe that has an organized infrastructure that includes social services. Their Social Services Department includes a child welfare component and domestic violence advocates.

Gasquet and Hiouchi are small inland communities with very little infrastructure. Hiouchi has a small store, gas station, restaurant and camping facilities; Gasquet has a school for K-8, a small restaurant, post office and camping facilities. These communities primarily cater to visitors to the State and National Parks. Residents of either community can be at either end of the economic spectrum. An often cited problem from both communities is the lack of transportation for those residents without access to a vehicle; there is no reliable way to attend appointments or ongoing services without this important element in place.

Klamath to the south is the home of the Yurok Tribe along with a host of camping and fishing businesses. There is a school for K- 6 (14-15 school year will be K – 7), a gas station with a mini-mart, and a post office. The Yurok Tribe will soon be opening a casino, hotel and restaurant. The Tribe has a developed infrastructure including social services, tribal court, tribal police, and housing. The tribal court has the ability to supervise adults who are on probation. The Tribe has a domestic violence intervention program including advocates and is in the process of getting state certified for a Batters Treatment Program.

Table 1. Ethnicities of Del Norte County 2012¹

	Del Norte County Total # of Residents	Del Norte County % of Population	California
White alone	21,098	79.1%	73.7%
Black or African American alone	993	3.8%	6.6%
American Indian and Alaska Native alone	2,244	8.8%	1.7%
Asian alone	965	3.5%	13.9%
Native Hawaiian and Other Pacific Islander alone	32	0.2%	0.5%
Two or More Races	1,298	4.6%	3.6%
Hispanic or Latino	5,093	18.8%	38.4%
White alone, not Hispanic or Latino	18,513	63.8%	39.4%

Age Distribution

According to the 2012 Census, 5.8% of the population is under the age of 5 years old and 21.1% are under the age of 18 in Del Norte County. Table 2 provides a closer look at the child population of the county.

Table 2. Child Population 2013³

	Total
0-2 Years	894
3-5 Years	867
6-10 Years	1,594
11-13 Years	964
14-17 Years	1,279
Total 0-17 Years	5,698

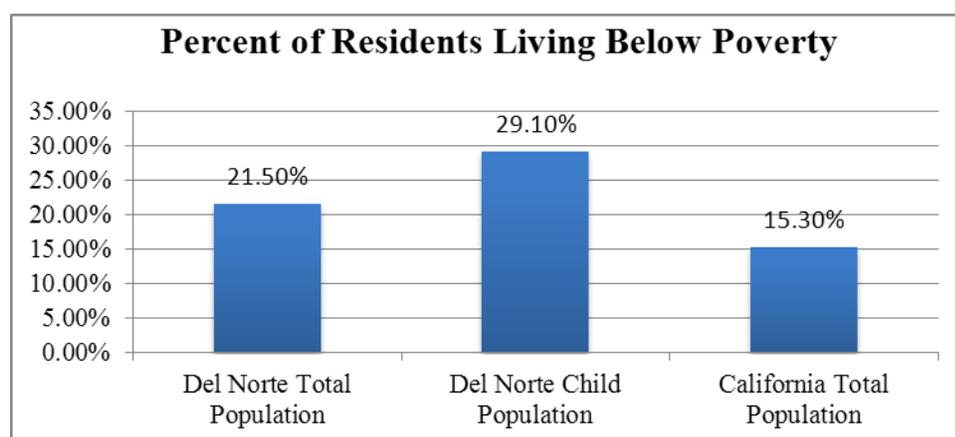
Languages Spoken

Although English is the primary language of Del Norte County, there are many other languages spoken. 84.2% of the residents speak English and the remaining 15.8% of the residents speak another language other than English at home, including Spanish, Miao (Hmong), Yurok, German, Laotian, Italian, French, Dutch, and Tagalog.²

Median household income 2008-2012

The median household income in the period between 2008 and 2012 in Del Norte County was \$39,626 per year. This is significantly lower than the median income for the State of California, which was \$61,400.

Not surprisingly, based on the lower median household income, 21.5% of the residents in Del Norte County are below the poverty level, compared to 15.3% throughout the state. 29.1% of children within Del Norte County were living below the poverty level in 2011.³

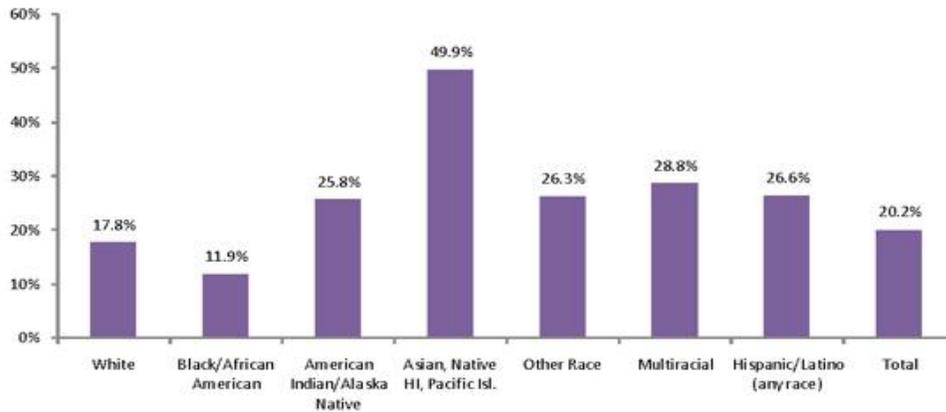


Research done by California Center for Rural Policy at Humboldt State University based on data from 2000 shows the following: in Del Norte County, the race/ethnicity with the highest percentage of poverty is the Asian, Native Hawaiian, Pacific Islander population with 49.9%. The Black/African American population has the lowest percentage of poverty with 11.9%.

² http://www.bt.cdc.gov/snaps/data/06/06015_lang.htm

³ <http://kidsdata.org/region/321/del-norte-county/summary#37/family-economics>

Del Norte County: Percent of Population below the Federal Poverty Level within each Race/Ethnicity, 2000



Race/Ethnicity	Total Population with Poverty Status Estimated in Del Norte County	Total Persons below Poverty Level in Del Norte County	Percent Population below Poverty Level in Del Norte County
White	19,094	3,405	17.8
Black/African American	67	8	11.9
American Indian/Alaska Native	1,451	374	25.8
Asian, Native Hawaiian and Other Pacific Islander	643	321	49.9
Other race	1,031	271	26.3
Multiracial	1,340	386	28.8
Hispanic/Latino	2,106	560	26.6
Total	23,626	4,765	20.2

*The Federal Poverty Level (FPL) is issued by the U.S. Census Bureau. The FPL varies by household size and number of children and elderly within the family. For a family of four (two adults, two children) the 2000 Federal Poverty Level (100% FPL) was \$16,895.

The Hispanic/Latino category is not mutually exclusive. Hispanics or Latinos are people who classified themselves in at least one of the specific Spanish, Hispanic, or Latino census categories. People of Hispanic origin may also be of any race.

The equation used to determine percent below the poverty level is: Percent population below poverty level= Total persons below the poverty level/Total Population with poverty status estimated.

Unemployment data

According to the U.S. Bureau of Labor Statistics, the unemployment rate in Del Norte County, as of December 2013, was 6.6%. The unemployment rate has been steadily decreasing since December 2010, when it was at 10.6% and remains slightly lower than the overall unemployment rate throughout the state, which as of December 2013 was 7.9%. It is noted

that at the time of the last CSA, in April 2010, the unemployment rate was 13.7%, more than double what it is today.

Average housing costs

The median value of owner-occupied housing units within the county in the period between 2008 and 2012 was \$227,700. This is much lower than the average value statewide, which was \$383,900. 62.1% of the resident population owns a home in Del Norte, whereas the remaining 37.9% of residents rent their housing units.

The fair market prices for rent between 2010 and 2014 have risen steadily. The estimated costs below include utilities, except for telephone services.⁴

Table 3. Fair Market Prices for Rent 2010-2014

Del Norte County	Amount				
	2010	2011	2012	2013	2014
Studio - 0 Bedrooms	\$632	\$648	\$585	\$628	\$639
1 Bedroom	\$640	\$656	\$593	\$633	\$643
2 Bedrooms	\$828	\$849	\$767	\$856	\$870
3 Bedrooms	\$1,206	\$1,236	\$1,117	\$1,261	\$1,282
4 Bedrooms	\$1,243	\$1,274	\$1,151	\$1,377	\$1,399

Homelessness data

There are no homeless shelters in Del Norte County.

Federally recognized active tribes

There are four active tribes in Del Norte County, including the Yurok Tribe, Smith River Rancheria, Resighini Rancheria and Elk Valley Rancheria.⁵

⁴ kidsdata.org

⁵ <http://www.cdss.ca.gov/cdssweb/entres/wtw/pdf/Delnort2.pdf>

Analysis of General Demographics

The general population of Del Norte County has not changed dramatically since the time of the previous CSA. In regards to the child population, Table 2 reflects that children between the ages of 6-10 represent a large portion of the child population in the county, as well as children between the ages of 14-17. This is important to highlight as Del Norte County assesses the ages of the child welfare population determines where services may need to be re-focused.

Since the time of the previous CSA in 2010, the unemployment rate has decreased by half; however the number of persons residing below the poverty level has only declined by approximately 2%. Based on the median household income, which is significantly less than the rest of California, and the rising costs of rent, it is apparent that the number of families residing in poverty will continue. There does not appear to be regional differences with respect to poverty in the county, however in outlying communities such as Smith River and Klamath there are pockets of residents with a lower than county average income level. For example, in Smith River there is a subpopulation of undocumented and migrant field workers who have language barriers in addition to substandard housing, low wages, and limited access to county services which primarily exist in Crescent City. Similar circumstances can be found in Klamath, where many county residents live due to lower housing costs. The unintended consequence is lack of access to fresh food and services located in Crescent City.

There are four active tribes within the county, supporting the fact that Native Americans account for 8.8% of the population. The rate of Native American residents is slightly higher than neighboring counties (Humboldt 6.2%, Siskiyou 4.5%) and much greater than the State of California (1.7%). Again, this information is critical in considering the services available to all of the children and families throughout Del Norte County.

B. CHILD MALTREATMENT INDICATORS

Number of low-birth weight newborns

According to the University of California San Francisco, low birth weight is defined as an infant weighing less than 2500 grams (or approximately 5 pounds, 18 ounces) at the time of birth. Causes for low birth weight can include premature birth at less than 37 weeks gestation, intrauterine growth restriction due to issues with the placenta, maternal health, or birth defects. Some risk factors for low birth weight are race, age, multiple births, lack of pre-natal care, and maternal health. Infants with a low birth weight have a greater risk for complications such as

hypothermia, perinatal asphyxia, respiratory problems, anemia, feeding difficulties, infection, hearing deficits, Sudden Infant Death Syndrome (SIDS), and other complications.⁶

In 2011, 6.2% (21) of infants born in Del Norte County were low-birth weight, much similar to 2007, when 20 babies were born with a low birth rate. The statewide rate of low-birth weight newborns was 6.8% in 2011.⁷ The average number of low birth weight infants between the period 2008 and 2011 was 17.3 (5% of all live births). Of additional importance, 80.9% of all mothers who gave birth between the period 2009 and 2011 received adequate prenatal care, 73.7% within the first trimester.⁸

Number of children born to teen parents

Prevention of teenage pregnancy is important for several reasons, both socially and economically. Teenage mothers tend to have lower education levels and decreased income, increasing the cost to taxpayers for health care and sometimes foster care of the children. Further, children of teenage mothers are less likely to graduate high school, have more health issues, more likely to be incarcerated during adolescence, and become teenage parents themselves.⁹

In 2011, 39.5 per 1,000 infants that were born in Del Norte County were born to teenage girls between the ages of 15-19 years old. This was a total of 34 newborns.¹⁰ The rate in Del Norte County is slightly higher than the overall rate in California, which was 31.3 per 1,000 live births for women of the same age group.⁷

Family Structure

The average household size in Del Norte was 2.6 in the period between 2007 and 2011. 42.6% of the households include married-couple families, 14.5% are married-couple families with children under age 18. There were 31.5% of households with one or more people over the age of 65, and 30% with one or more people under age 18. The rates of grandparents responsible

⁶ http://www.ucsfchildrenshospital.org/pdf/manuals/20_VLBW_ELBW.pdf

⁷ <http://www.kidsdata.org/>

⁸ <http://www.cdph.ca.gov/programs/ohir/Pages/CHSPCountySheets.aspx#d>

⁹ <http://www.cdc.gov/TeenPregnancy/AboutTeenPreg.htm>

¹⁰ <http://www.kidsdata.org/>

for their grandchildren in the period between 2007 and 2011 were not available or too low to report with significant statistical confidence.¹¹

The following was derived from the 2010 Census results:¹²

Table 4. Household Types in Del Norte County

Household Type	Del Norte Residents	Del Norte % of Residents	California
All Households	9,907	100%	12,577,498
Married Couples with Children	1,588	16%	2,942,803
Married Couples without Children	2,872	29%	3,270,507
Single Parents with Children	1,078	10.8%	1,207,720
Other Family	841	8.5%	1,221,443
One Person	2,788	28.1%	2,929,442
Other Nonfamily	740	7.5%	1,005,583

Housing costs and availability

As previously indicated, the average home in Del Norte County cost approximately \$227,700 in the period between 2008 and 2012. In 2014, the price of a rental, ranging from a studio to a four-bedroom unit, is predicted to be between \$639-\$1,399. In 2010, 11.4% of the housing units through the county were vacant, including 278 for rent, 193 for sale, and 448 for seasonal, recreational, or occasional use.¹

2-1-1 calls: monthly averages by assistance requests

Many counties throughout the state have a 2-1-1 service through the California Alliance of Information & Referral Services. The service allows members of the community and service providers to access information about government and non-profit community health and social services in their area. Currently, Del Norte is not a member of the 2-1-1 service.

¹¹

<http://www.prb.org/DataFinder/Geography/Data.aspx?ind=69,106,108,110,113,115,151,70,107,109,111,114,116,272&loc=1683,498&hl=True>

¹²

<http://www.prb.org/DataFinder/Geography/Data.aspx?ind=69,106,108,110,113,115,151,70,107,109,111,114,116,272&loc=1683,498&hl=True>

Substance abuse data

In the most recent report published by the Center for Applied Research, in 2008 the rate of admission to Alcohol and other Drug Treatment was 667.33 per 100,000 residents between Del Norte, Modoc, Plumas, and Sierra counties. This was slightly higher than the average rate for the entire state, 602.30 per 100,000 residents.¹³ It was estimated that in 2012, there would be 3,366 (13.3%) individuals with alcohol or drug diagnosis throughout Del Norte County. 3,051 of the cases were predicted to include an alcohol diagnosis, while 1,020 would include a drug diagnosis.¹⁴ No county specific data exists for substance abuse at this time.

Mental Health data

In 2012, there were 2,206 individuals estimated as needing mental health services in Del Norte County. Of those identified 509 were youth diagnosed with a serious mental illness, defined by causing substantial impairment to major life activities.¹⁵

For youth between 15-19 in Del Norte, Humboldt, and Mendocino Counties combined, 4.2 per 1,000 were hospitalized for mental health issues in 2012. The number of children below age 15, who were hospitalized between the identified counties, was fewer than 20.¹⁶

Child fatalities and near fatalities

In 2011, there was 1 child fatality in Del Norte County. According to the data, the child was between 10-14 years old and the cause of the death was assault/homicide with a firearm.¹⁷ Additionally, the number of infant mortalities between 2008-2010 was 2.3 per year.¹⁸

Children with disabilities

Between 2010-2012, 225 (3.8%) of the children under age 18 in Del Norte County were deemed to have one or more major disabilities. The disabilities include having serious difficulties

¹³ http://www.adp.ca.gov/Prevention/pdf/indicators_2010/Del_Norte.pdf

¹⁴ <http://www.dhcs.ca.gov/provgovpart/Documents/CaliforniaPrevalenceEstimates.pdf>

¹⁵ <http://www.dhcs.ca.gov/provgovpart/Documents/CaliforniaPrevalenceEstimates.pdf>

¹⁶ kidsdata.org

¹⁷ <http://epicenter.cdph.ca.gov/ReportMenus/CustomTables.aspx>

¹⁸ <http://www.cdph.ca.gov/programs/ohir/Pages/CHSPCountySheets.aspx#d>

in one or more of the following areas: hearing, vision, cognitive ability, ambulatory ability, self-care (ages 5-17), or independent living (ages 15-17).¹⁹

Furthermore, in 2013, there were 533 children in Del Norte County enrolled in Special Education. This includes children attending public school in grades K-12.²⁰

Rates of law enforcement calls for domestic violence

In 2012, the rate of law enforcement calls for domestic violence was 53 per 1,000 adults between the ages of 18-69, totaling 1,053 calls in all. 289 of the total number of calls for domestic violence involved a weapon. This rate is significantly higher than years past. In 2010, the rate of calls was 6.7 (134 calls) and in 2011 the rate increased to 32.9 (655 calls).²¹ At the time of the previous CSA, the rate was 3.2 calls per 1,000 adults (69 calls).

Of the 1,053 calls for domestic violence, the Del Norte Sheriff's Department received 982, in unincorporated areas of Del Norte County. The remaining 71 calls were dispatched to the Crescent City Police Department, while CA Highway Patrol responded to zero calls pertaining to domestic violence.²²

Rates of emergency room visits for child victims of avoidable injuries (as applicable)

In 2011, there were 23 children between the ages of 0-17 years old that were treated for non-fatal, assault injuries, in Del Norte County. Additionally, there were 3 cases of self-inflicted non-fatal emergency department visits in the same year. Lastly, there were 804 cases of children presenting at the emergency room with non-fatal injuries.

Analysis of Child Maltreatment Indicators

Reviewing the child maltreatment indicators, there are some key areas to emphasize. First, as previously indicated, is the cost of housing throughout the county, in conjunction with the number of families living in poverty. Although there are housing units available, it may be difficult for the families to afford the cost of the available units, either for rent or for sale.

Secondly, it is noted the number of calls for domestic violence received in 2012 was significantly more than in 2008. The Sheriff's Department serves as the central dispatch for the county and

¹⁹ kidsdata.org

²⁰ kidsdata.org

²¹ <http://www.kidsdata.org/>

²² http://oag.ca.gov/sites/all/files/agweb/pdfs/cjsc/prof12/domestic_violence_2012.pdf?

receives emergency calls for all jurisdictions which include the county, city and state and national parks. Response to calls for domestic violence to outlying communities can take several hours depending on the availability of law enforcement. Lack of timely law enforcement response leaves these communities at higher risk.

The teen birth rate in the county continues to be a concern as teen parents with few parenting skills can leave the young family at risk for abuse and neglect.

Lastly, the rates of alcohol and drug use are higher in Del Norte County and related counties, when compared to the state as a whole. The majority of those individuals requiring treatment were identified to having a diagnoses pertaining to alcohol. Anecdotally, CWS predominately becomes involved in cases where alcohol and/or methamphetamine abuse are present.

C. CHILD WELFARE AND PROBATION POPULATION

Child Welfare Population

Number of children with allegations stratified by age and ethnicity from January 2012 to December 2012

Ethnicity	Number of Allegations
Black	12
White	400
Latino	71
Asian/Pacific Islander	5
Native American	158
Missing	209
Total	855

White	Age
under 1	28
1-2	35
3-5	81
6-10	114
11-15	107
16-17	35
Total	400

Latino	Age
under 1	3
1-2	11
3-5	16
6-10	18
11-15	16
16-17	7
Total	71

Asian/Pacific Islander	Age
under 1	1
1-2	0
3-5	3
6-10	1
11-15	0
16-17	0
Total	5

Black	Age
under 1	1
1-2	2
3-5	2
6-10	5
11-15	2
16-17	0
Total	12

Native American	Age
under 1	27
1-2	18
3-5	26
6-10	46
11-15	29
16-17	12
Total	158

Missing Ethnicity	Age
under 1	34
1-2	52
3-5	41
6-10	38
11-15	30
16-17	14
Total	209

Number of children with substantiated allegations stratified by age and ethnicity, from January 2012 to December 2012

Ethnicity	Number of Substantiations
Black	6
White	73
Latino	16
Asian/Pacific Islander	2
Native American	41
Missing	22
Total	160

Black	Age
under 1	1
1-2	1
3-5	0
6-10	2
11-15	2
16-17	0
Total	6

White	Age
under 1	12
1-2	8
3-5	22
6-10	12
11-15	13
16-17	6
Total	73

Latino	Age
under 1	1
1-2	3
3-5	8
6-10	2
11-15	2
16-17	0
Total	16

Asian/Pacific Islander	Age
under 1	0
1-2	0
3-5	2
6-10	0
11-15	0
16-17	0
Total	2

Native American	Age
under 1	9
1-2	5
3-5	8
6-10	10
11-15	7
16-17	2
Total	41

Missing Ethnicity	Age
under 1	2
1-2	5
3-5	3
6-10	10
11-15	2
16-17	0
Total	22

Number of children with allegations by type, for time period of January to December 2012

Type of Allegation	Number of Children
Sexual Abuse	56
Physical Abuse	65
Severe Neglect	3
General Neglect	681
Exploitation	0
Emotional Abuse	12
Caretaker Absence/Incapacity	22
At Risk, Sibling abused	16

Number of children with first entries stratified by age and ethnicity, from January 2012 to December 2012.

All Children	Age
under 1	13
1-2	11
3-5	17
6-10	10
11-15	3
16-17	4
Total	58

White	Age
under 1	9
1-2	5
3-5	8
6-10	3
11-15	3
16-17	3
Total	31

Black	Age
under 1	1
1-2	0
3-5	0
6-10	0
11-15	0
16-17	0
Total	1

Latino	Age
under 1	0
1-2	3
3-5	5
6-10	0
11-15	0
16-17	0
Total	8

Native American	Age
under 1	3
1-2	3
3-5	4
6-10	4
11-15	0
16-17	0
Total	14

Asian/ Pacific Islander	Age
under 1	0
1-2	0
3-5	0
6-10	0
11-15	0
16-17	0
Total	0

Missing Ethnicity	Age
under 1	-
1-2	-
3-5	-
6-10	3
11-15	-
16-17	1
Total	4

Number of children with other entries (subsequent) stratified by age and ethnicity, from January 2012 to December 2012

Ethnicity	Age
under 1	0
1-2	2
3-5	3
6-10	5
11-15	5
16-17	0
Total	15

Black	Age
under 1	0
1-2	0
3-5	0
6-10	0
11-15	0
16-17	0
Total	0

White	Age
under 1	0
1-2	2
3-5	1
6-10	1
11-15	3
16-17	0
Total	7

Latino	Age
under 1	0
1-2	0
3-5	1
6-10	3
11-15	0
16-17	0
Total	4

Asian/Pacific Islander	Age
under 1	0
1-2	0
3-5	0
6-10	0
11-15	0
16-17	0
Total	0

Native American	Age
under 1	0
1-2	0
3-5	1
6-10	1
11-15	2
16-17	0
Total	4

Number of children in care, stratified by age and ethnicity, July 2012 (UC Berkeley)

All Ethnicities	Age
under 1	6
1-2	10
3-5	17
6-10	19
11-15	11
16-17	14
Total	77

Black	Age
under 1	1
1-2	0
3-5	0
6-10	0
11-15	0
16-17	0
Total	1

White	Age
under 1	4
1-2	5
3-5	10
6-10	6
11-15	9
16-17	10
Total	44

Latino	Age
under 1	0
1-2	1
3-5	3
6-10	3
11-15	2
16-17	1
Total	10

Asian/Pacific Islander	Age
under 1	0
1-2	0
3-5	0
6-10	0
11-15	0
16-17	0
Total	0

Native American	Age
under 1	1
1-2	4
3-5	4
6-10	10
11-15	0
16-17	3
Total	22

Number of children in care with open cases by services component (Safe Measures December-2013)

Component	Number of cases
ER	5
FM	23
FR	25
PP	62
Total	115

According to Safe Measures (December 2013) the number of children with Tribal affiliations was 42 and the number of children who are ICWA eligible was 40.

Analysis of Child Welfare Population

Review of children with allegations by ethnicities showed that out of 855 allegations in 2012, 209 were not ethnically identified. CWS will be reviewing policy on intake data entry to determine why this occurring. The missing data makes it difficult to determine if there allegation trends in relationship to ethnicity.

In 2010, the substantiated allegation rate per 1000 children was 43.9. CWS recognized this rate was too high and reviewed current practice in an effort to determine why. It was determined that inconsistency in screening and in worker interpretation of the disposition definitions was contributing to the high rate of substantiated allegations. Corrective training, increased

monitoring by the supervisor and monthly reviews has resulted in a decrease rate which is more consistent with state averages.

When reviewing the allegation incidence rate and entry rates per 1,000 children for Del Norte County, there was a spike in relation to the economic downturn from 2008 and peaking in 2010. Subsequently, the allegation rates and entry rates have steadily decreased; the 2013 rates are more consistent with the allegation and entry rates from 2003 to 2007. It does not appear that geographical differences have influenced these rates.

Del Norte County has an over representation of cases involving Native American families. CWS will be focusing on working with local tribes to determine how to collaboratively serve tribal families so that Native American foster children can maintain cultural identity while in out-of-home placement. CWS plans to include strategies to improve services to this population in the upcoming SIP.

Probation Placement Population

Probation supervises between 7 and 14 youth at any given time. According to the CWS/CMS Dynamic Report, from July 2010 through June 2011, probation had only 7 youth in foster care. From 2010-2012, average number of youth in placement each month was nine (9) youth.

Probation youth are placed in foster care generally due to their behavior and inability to follow terms and conditions of their probation orders by the Court. The data being reported in this section was collected manually and covers the period 2013-2014. As of the writing of this report Probation has 11 youth in foster care and 2 youth in transitional age care (AB-12). Probation utilizes family placement, NREFM, foster homes and group homes when placing youth. If a youth is Native American, Probation works with the recognized tribe to locate a tribally approved home. Probation foster youth generally range from 14 to 18 years of age. At the time of this report, Probation has two youth placed locally in a non-related extended family member (NREFM) placement and is in the process of placing two more youth in a NREFM home. In addition, Probation has three young adults in THP plus foster care including two who are transitional age youth; two on probation; three youth in out of county group homes; one pending a group home placement; and one youth pending local foster placement. In addition, Probation has one youth is currently on warrant after leaving her group home and three youth who are detained in the juvenile hall due to probation violations. Of the 11 youth in care, 2 are Native American with the Yurok Tribe, 2 are Hispanic, and 7 are Caucasian.

Of the 11 youth in care in care: three (3) youth were removed for sexual related crimes, two (2) youth were removed for high risk drug use, one (1) youth was removed due to high risk mental health issues that were beyond his mother's control, one (1) youth committed multiple felonies, the remaining 4 youth were placed in foster care due to their inability to follow the Courts' terms and conditions and continued engagement in high risk behavior or their parents were unable to care for them due to this behavior.

The average time a youth is in care depends on each youth and their type of treatment. It also depends on the ability and willingness of the parent to reunify. Probation's juvenile sex offenders are in care for an average of two to three years. This includes specialized group home treatment and foster care. It has been Probation's experience that sex offenders rarely transfer home directly from a group home. Of the three youth in this category, one has been in placement for approximately six years. He started in a specialized group home for sex offenders, moved to a foster home, and is now in THP plus foster care. The remaining two sex offenders are currently still in their specialized group home. One has been in the group home for almost three years and the other has been there for less than a year. It should be noted that all three had victims who either reside in the family home, are related , or are in the family home often. This makes the ability to reunify very difficult. Putting the juvenile sex offenders aside, the average time a youth is in care is approximately 1.5 to 2 years. Probation is currently working on timely reunification. Trying to reunify youth has been challenging for Probation. The parents of youth are often involved in their own criminal and/or drug activity or they are unable or unwilling to have the youth return to their home. Probation youth "age out" of foster care and either enter into a THP + Foster Care placement or if they have met all of their rehabilitative goals, become transitional youth as non-minor dependents (NMD's).

Public Agency Characteristics

A. Political Jurisdictions

The following outlines the different political jurisdictions that relate to Child Welfare Services and the Probation Department:

1. Del Norte County Board of Supervisors
2. Judges of the Superior Court of Del Norte County
3. The Yurok Tribe, Smith River Rancheria, Resighini Rancheria & Elk Valley Rancheria are the four federally recognized tribes located in Del Norte County.
4. There are two school districts in Del Norte County; the Del Norte Unified School District and the Del Norte County Office of Education.
5. There are five law enforcement agencies: The Del Norte County Sheriff Department, Crescent City Police Department, California Highway Patrol, Yurok Public Safety, and California State and National Park Rangers.

The Social Services Branch supervises Child Welfare Services, Adult Protective Services, In-Home Support Services, Family Child Care Home and Foster Family Home Licensing, Coastal Connections – Youth and Young Adult Resource Center and Wraparound. The Mental Health Branch contracts services for Medi-Cal eligible clients' ages 0-21 with Remi Vista Inc. and psychiatric services are provided through Kings View via *Tele Psych*. Adult CWS clients can receive limited services through County Mental Health but they must first complete an assessment at AOD and then meet the criteria of severely and persistently mentally ill; most CWS adult clients are assessed as not meeting the criteria for mental health services. Adult clients requiring psychiatric medication or counseling are referred to the Community Wellness Clinic which has limited counseling available and medication consultation is handled by a general provider.

CWS works intensely with the AOD program as a significant number of the cases involve some form of substance abuse. Recent changes in this program are encouraging as evidence based practices are being introduced and a more strength based approach has been adopted. CWS also has a significant relationship with Del Norte County Public Health Branch; referrals not

meeting the criteria for an in person response by a social worker and with a health related concern are forwarded to Public Health for response. Additionally, a Public Health Nurse (PHN) will jointly respond with a social worker on referrals and on some home visits for ongoing cases where medical concerns are involved. The PHN also oversees CHDP compliance for dependent children, reviews documentation, and enters the information into the database Child Welfare Services/Case Management Services (CWS/CMS).

CWS has had a consistently supportive relationship with the Public Assistance and Employment and Training Branch (PAE&T). The county was part of the pilot for the CWS/CalWORKs Linkages program and has embraced the concept of integrating the services between PAE&T and CWS for those clients who qualify. Additionally, PAE&T has developed a program for youth of parents who are on CalWORKs which mirrors the CWS Independent Living Program (ILP). This program has resulted in many collaborative opportunities for the CWS ILP youth.

Federally recognized Tribes within Del Norte County include: Elk Valley Rancheria, Smith River Rancheria, Yurok Tribe and Resighini Rancheria. CWS strives to work closely with social workers from the Yurok Tribe and the Smith River Rancheria, both of whom have a social services program. Both Tribes have the capacity to place children through Indian guardianships and do so regularly. Additionally, both Tribes are pursuing a Federal Title IV-E Grant to develop the capacity to have independent Tribal Child Welfare Programs. The Probation Department works closely with all the local tribes. The Yurok Tribe attends a weekly meeting with Probation that takes place at McCarthy School. During this meeting the Tribe and Probation discuss the high risk youth with collaborative partners, e.g., the school, probation, the tribe, and Remi Vista. In addition, the tribal social worker has a working relationship with the probation placement officer. When a tribal youth is detained, the tribal social worker is contacted and informed of the court date. The tribe is involved from that point forward. When placement is sought, the tribe's input is always valued. They have been involved in approving placements for Native American youth.

Del Norte County Unified School District includes eight elementary schools, one middle school, one alternative high school and one comprehensive high school. The county also has the County Office of Education which includes school sites such as: a boy's ranch, a charter school, and the juvenile hall in addition to an alternative education site currently primarily serving juveniles on probation. DNUSD and Office of Education are collaborative partners beginning with their role as mandated reporters. Teachers have a critical role in identifying

problems occurring in the lives of the children they teach. Reports of child abuse and neglect drops markedly when the school year ends as the children are no longer under the protective appraisal provided by the many caring adults they come into contact with every day as a student. The school has a foster youth services liaison responsible for coordinating educational services for children and youth under the jurisdiction of the Court. Both the school liaison and the Director of Special Education Services attend the weekly MDT meeting in order to coordinate needed services in the best way possible.

In response to the Local Control Funding Formula (LCFF) funds that have recently been awarded to DNUSD, DHHS spearheaded two meetings to gather input from stakeholders regarding services the schools specifically provide for those students in foster care. The result was a list of recommendations for the Local Control Accountability Plan (LCAP), specific to the foster care population.

The school district's service coordinator provides transports for probation youth, brings in educational supplies, and assists in Individualized Educational Plans (IEPs) in addition to the special education teacher. Probation is able to contact any school site and retrieve the needed information for youth. An area for improvement would be earlier contact with Probation by DNUSD when issues arise with a probation youth. Currently when a youth is behind in school or not on track to graduate, DNUSD does not inform Probation of that information.

Local law enforcement agencies include the Del Norte County Sheriff's Department (DNSO), Crescent City Police Department (CCPD), Yurok Tribal Police, California Highway Patrol and California State and National Park Rangers. CWS works primarily with the DNSO and CCPD. There is a long standing working relationship with both agencies and CWS. Law enforcement has faced numerous budget cuts over the past decade resulting in a noticeable decline in services; particularly for DNSO. CWS relies on law enforcement to take the primary role in the investigation of sexual and physical abuse and to take action when protective custody is required. Investigation of crimes against children can be slow and often lacking collaboration. This means that decreased law enforcement availability has a direct impact on these vital services. Probation contacts local law enforcement when the need arises.

B. Child Welfare and Probation Infrastructure

Child Welfare Services

Over the past four years, distance learning opportunities have opened up for county residents through partnership between Humboldt State University and the local campus of College of the Redwoods. For those students interested in Child Welfare, a plan was developed through California Social Work Education Center (CalSWEC) to support working students from the AA level through earning a BASW and then on to the MSW degree. Tuition, books and support are subsidized through CalSWEC and the in-kind contribution of the supporting agency. This program has been particularly helpful to Del Norte County CWS, where seven (7) staff are currently enrolled in social worker education. This “grow your own” approach makes sense in a county where the recruiting and retaining of master’s level social workers with no ties to the community has not been successful. DHHS, Social Services Branch had their first two graduates at the BASW level in May of 2014, the first MSW graduates will be in May of 2015. While some social worker productivity has decreased with the additional burdens of school, the impact is negligible relative to the future rewards of having highly trained social workers.

One of the strengths of CWS is the cohesiveness of the current staff, the majority of whom appear to be committed to a career with Del Norte County. The average tenure of a social worker with the agency is approximately 7 years. The management staff which includes one program manager and three child welfare supervisors has an average of 18.5 years of employment with the county in Child Welfare Services. It should be noted that there is generally one to two social worker positions that seem to fluctuate between being vacant and being filled. These fluctuating positions tend to remain filled between 3 months to 2 years.

A barrier for the CWS workforce is refilling vacant positions. It is a lengthy and complicated process to hire a new employee. When a position is vacated the program manager must submit a request to the Director and Assistant Director to have the position refilled. Once permission is granted, the manager must send a request to refill to county personnel. If county personnel grants permission, Merit Systems (a specialized employment agency under contract with the county) is contacted to open a new recruitment list with a deadline for applications. After the list closes, the applicants must be contacted and scheduled for an interview. This process can take 2 to 3 weeks. When a candidate is selected, a background check is initiated, which can take up to an additional month. It can take anywhere between 6 weeks to a year to

refill a position depending on circumstances. For instance, the court unit had a vacant position from August 2013 to May 2014. The emergency response (ER) unit had a vacancy for eleven months from October 2013 to February 2014. When there are vacancies, the responsibilities for those cases have to be absorbed by the remaining social worker staff. Chronically unfilled vacancies result in higher caseloads and a negative impact on data entry into CWS/CMS and case management services.

Another barrier for the CWS workforce is the recruitment and retention of social workers. Starting pay for a Social Worker I is \$2,175 per month. A social worker can cap out their pay as a SWIII (without a Master's Degree) at \$3,214 or at a SWIV (with a Master's Degree) at \$3,906. Most counties, including those nearby and in the State of Oregon pay higher wages. It is not uncommon to lose social workers to agencies paying higher wages. Research shows that it takes social workers an average of four years to fully understand and reach full competency in CWS. The cost of training social workers once they are hired is considerable; therefore regular turnover translates to an increased cost to the program.

Del Norte County CWS currently consists of three units:

(1) The ER unit has a full time Social Worker II as the screener. In 2013, the county received 906 referrals alleging child abuse and neglect. Each referral received was evaluated and determined by the screener and their supervisor to be investigated or evaluated out. In addition to the screener, there are three emergency response social workers (all SW III's) who are responsible for investigating reports of alleged abuse or neglect. One Social Worker III is dedicated to providing Pre-court case management services and investigating referrals alleging sexual abuse. This worker has additional training and expertise in interviewing children and families where sexual abuse may have occurred. All other referrals are assigned according to case load. Additionally one Social Worker III is assigned the primary responsibility to facilitate Family Meetings using SOP and conduct family search and engagement. While no Social Services Aides (SSA) or Vocational Assistants (VA) are assigned specifically to the ER Unit, there are SSA and VA's assigned to specific cases within the unit.

(2)The second unit is the Court Unit. It currently has three social worker III's and two social worker IV's assigned to Court ordered Family Maintenance, Family Reunification, and Permanent Placement cases. The SSA's and VA's are assigned to this unit, in addition to one legal clerk. The SSA's are given a secondary assignment as a case aide. The VA's are generally

not given secondary assignment on cases as their primary responsibility is to supervise visitation at the office and transport children for visitation. There is one social worker in the unit that is assigned to work with children and families who are involved with the Regional Center. This has increased positive communication between the Regional Center and CWS. One social worker is assigned ICPC supervision cases, teens, and non-related legal guardians who are requesting foster care payments. All other cases are assigned according to case load.

(3) The third unit is the Special Program Unit. Two staff in this unit work from Coastal Connections. The CWS supervisor also serves as the Center's Coordinator and the Social Worker III has a case load with secondary assignments for youth who are eligible for ILP services, non-minor dependents and emancipated adults. This unit also has a Social Worker III who case manages Wraparound Services provided primarily to probation youth.

In April 2014, the CWS screener received 68 referrals, ER social workers investigated 42 referrals, the VFM social worker had 10 cases and the average caseload for social workers in the court unit covering FM, FR, and PP was 24 each.

Bargaining Unit Issues

There is only one bargaining unit, Service Employees International Union (SEIU), for county employees. Not all employees are members of the union. As of April, 2014, there are no outstanding bargaining unit issues.

Type of Degrees and certificates held by CWS Staff

- The SSB program manager has a BA in Psychology and an MA in Psychology.

ER Unit

- The supervisor has a BS in Psychology & Sociology and a MSW
- The screener has a BA in Psychology.
- Two social workers have BA's in Psychology, with one enrolled in the MSW program at Humboldt State.
- Two social workers have AA degrees and are in the BSW program at Humboldt State.

Court Unit

- The supervisor has a BA in Psychology and is currently enrolled in an MSW Program.
- Two social workers have MSW's
- Two social workers have AA degrees and are enrolled in the BSW program.
- One social worker will graduate with a BSW in 2015.

Special Program Unit

- Supervisor has BSW.
- One social worker has a Master's in Communications

Staff receive training every year on cultural competency, with special attention toward local Native American culture, Hmong culture, and Hispanic/Latino culture. Additionally, the seven social workers currently enrolled in the Cal SWEC program have all taken a Native American Studies course as part of the regular program requirements.

Probation

Over the past few years, Probation has lost positions and added others. In 2010, there were three legal clerks; however, those positions were eliminated forcing the probation officers to complete all paperwork from the beginning to end of each case. Probation recently added two probation technicians; however, they are dedicated to the adult unit. The adult unit has also added two additional officer positions while the juvenile unit continues to operate with four officers. An additional change that has occurred is that the Supervising Deputy Probation Officer over the juvenile unit has taken on the additional responsibility of supervising the juvenile hall.

Regarding staffing, probation continues to struggle with officer retention. The juvenile unit consists of four (4) juvenile officers and one (1) supervising officer whose time is split between the juvenile unit and the juvenile hall. Of the four officers, there is one (1) vacancy, one (1) officer that has worked for the department for approximately thirteen (13) years, one (1) officer that has worked for the department for approximately three (3) years and one (1) officer that has worked for the department for less than one (1) year. When the juvenile unit is understaffed it creates a hardship for all the officers, requiring that all officers have to pick up the work from the vacant position. This includes the placement officer. Having vacant positions makes it difficult for all officers to attend to their caseloads as they should which can result in not all the work being completed or all calls returned the same day.

Probation Officers typically have a Bachelor Degree; however, it is not a requirement. After a probation officer is hired, the officer is required to attend Probation CORE within the first year. In addition, officers are required to attend PC 832 Arrest Powers and Chemical Agents (OC training) within the first year of being hired. Every year thereafter, officers are required to attend an additional 40 hours of training. Probation is committed to training officers in their "specialty" if and when possible. The placement officer attends Placement CORE and related specialized training where feasible. Probation currently has two officers who have attended the Placement CORE in addition to the supervisor of the juvenile unit. When Placement CORE courses are scheduled, it does not always favor the Northern Counties. Del Norte is located on the northern coast bordering Oregon; the CORE courses are generally 8 hours or more away which requires that probation officers be away from their office for an extra day to travel to the course and an extra day to travel home.

Regarding staffing and assignments, there is currently one probation officer assigned to the placement caseload. The officer currently assigned to the caseload has done an excellent job with bringing the caseload back to compliance following an extended leave by the previous officer. In addition to the placement officer, one officer is assigned to the school, McCarthy Alternative Education Center. This caseload consists of high risk juveniles. These are assigned to McCarthy due to their behavior or lack of attendance at public schools. These youth require a higher level of supervision and meet with their officers five days a week. There is another probation officer for the "general" caseload that is made up of the Court Wards; the majority of these youth do not require the more intensive case management needed for high risk offenders. These youth are seen by their probation officer once per week or less. The last caseload is for formal probation, without Court Wardship, and informal probation. When Probation unit is at full staff, an officer would be assigned to this caseload. At present, the officer who is assigned the "general" caseload oversees this caseload as well. Although officers are assigned to specific caseloads with case management, they are also responsible for court related activities, transports, educational meetings, and other duties necessary to ensure the efficient operation of the juvenile probation unit.

C. Financial/Material Resources

Child Welfare Services

Following the completion of the last CSA in 2010 there was a dramatic downturn in the State and National economic condition. Initial forecasts were for drastic impact on CWS and other social services programming. At the state level, CWS funding was included in the 2011 re-alignment of services from the state to county jurisdiction. Locally, CWS benefitted from integrated funding from DHHS partnerships in order to cover the increased cost of doing business. While services remained stable, there was little opportunity to engage in new, innovative approaches to service delivery. The 2011-2014 System Improvement Plan (SIP) was amended to reflect the changes in economic circumstances.

The county continues to operate a Wraparound Program under SB 163, which designates children or youth at risk of group home placement to be recipients of wraparound services. In so doing, the county can access state funds that would have otherwise been paid to a group home, placing the funds in a designated account that can be used for services to support the health and wellbeing of children and families in the community.

In 2011, DHHS applied for Mental Health Services Act (MHSA) Innovations funding. A series of meetings were held prior to the application with community leaders in youth services, local youth, and direct service providers. The plan included the formation of a youth led council and development of a youth administered website dedicated to youth services, activities, events and information. The plan was approved and a site was prepared to house what evolved into Coastal Connections. Primarily funded through MHSA dollars and managed through the SSB, Coastal Connections houses a number of mandated and non-mandated programs for youth and young adults, ages 16-25. Services available through the Center include: Independent Living Services for CWS, THP+, THP+FC, Baby Steps (pregnant and parenting teens), LGBTQ support group, weekly art classes, anger management group, AOD, Basic Life Skills, Coastal Connections Youth Council, access to computers and internet for school work and job searching, media lab and production room, nutrition education, Be Proud Be Responsible, a teen sexual health group, and mentoring. The Center has also been part of a summer youth jobs program for youth and young adults in the county for the last two years and will be participating again this year. The Coastal Connections website and Facebook page were developed and launched as mechanisms for expressing youth voice and choice in community

services, activities, events, jobs and culture. The Center has achieved the goals that were set forth in the initial plan and is in the process of developing a new three year plan which will be implemented in July of 2014.

The county is also benefitting from a ten year partnership with the California Endowment by way of a Building Healthy Communities (TCE/BHC) Grant. TCE/BHC has provided a pipeline for information and connections for a number of youth based programs. One such example is the strong leadership that TCE took in educating communities receiving LCFF dollars on what the requirements were for the LCAP, and getting target groups to advocate for their needs. The "School Bus for Success" campaign was funded by BHC, and it educated and advocated for community participation.

The BHC has made youth development a major component of their overall strategic plan. The initiative has coordinated a summer jobs program for local youth for the last three years with impressive results. Coastal Connections has actively participated in the program hosting a community organizing campaign last year around teen access to alcohol. The BHC has also promoted youth leadership opportunities and youth voice in media. Probation and CWS foster youth have participated in the opportunities afforded to them through BHC.

The BHC and Wild Rivers Community Foundation recently received the Aspen Planning Grant for Opportunity Youth aimed at re-engaging those youth who have dropped out of high school with the goal of helping them attain their GED or high school diploma. DHHS through Coastal Connections is involved in and actively supports this effort.

Probation

Probation is funded through the county general fund and does not often have the extra budget to bring in services. However, there are grants that are made available to juvenile probation. The Youthful Offender Block Grant is one of the two grants that juvenile probation utilizes. This grant helps fund the assessment tool used to assess the youth and their needs, the pro-social skills training, and a small portion of staff salary. The second grant is the Juvenile Justice Crime Prevention Act which helps pay for evidence based programs. Probation currently offers Moral Recognition Therapy (MRT) and Coping with Anger. Both programs are workbook/groups. The youth have to complete their homework and bring it back to the group for approval. They are peer based programs and a probation officer helps the group stay on track and "facilitate."

Probation is adding The Change Companies which is a program where youth complete assignments and then meet with a probation officer one-on-one.

D. Child Welfare/Probation Placement Operated Services

County Operated Shelter

Del Norte County does not have an emergency shelter for youth entering foster care. Whenever possible, the emergency approval of a relative, NREFM, or tribe specified home procedure is followed in order to support placement stability and best practice while limiting the number of placements in traditional foster care homes where resources are limited.

County Licensing

DHHS, Social Services Branch has an MOU with CDSS, giving the agency the capacity to issue State Foster Family Home Licenses to individuals who have completed the application process and met the standards. DHHS, Social Services Branch, also completes assessments for approval of relative and NREFM and tribe specified homes. There is one Foster Family Agency (FFA), Environmental Alternatives operating in Del Norte County. The FFA is responsible for certifying their own foster homes.

County Adoptions

The Regional Office of State Adoptions, located in Humboldt County, provides adoption services for Del Norte County. A feasibility study for transferring adoptions services to the county was conducted in 2013. It was determined that the county would not be able to support the staffing requirements necessary (MSW level staff) to provide these services.

Juvenile Hall

The Del Norte County Juvenile Hall is limited to a ten beds within the facility due to staffing. Youth in the juvenile hall are expected to participate in Anger Regression Training, MATRIX (a drug and alcohol group), and a life skills group. They are also offered church services and AA/NA meetings. They are required to participate in structured activity for at least one hour per day. They also have free time which can consist of reading, basketball, board games, watching television, or any other productive activity. Youth also attend school while in the juvenile hall. DNUSD provides a teacher and all the learning tools that the youth need. They attend school from approximately 8am-12pm with an additional hour of voluntary school from 1pm-2pm. If a

youth is in need of special education or extra tutoring while in juvenile hall, DNUSD provides these services as well.

E. Other County Programs

Del Norte County has an integrated service delivery model for public services. Currently, the Social Service Branch, Public Assistance and Employment and Training (PAE&T) and Public Health are co-located. Coastal Connections is located next to the Mental Health Branch and Alcohol and Other Drug Programs is independently located. PAE&T also operates a Work Force Center which is co-located with a community based nonprofit, Rural Human Services. The Mental Health Branch operates the service center for the persistently, severely, and chronically ill population. There is a high level of collaboration within the DHHS as it serves the best interest of the clients and it is more efficient.

Probation does not work directly with CalWORKs or Public Health. However, they do collaborate with mental health. Probation works with Remi-Vista which facilitates a drug and alcohol group every Tuesday and also provides mental health counseling for youth. Although Remi-Vista contracts with DHHS to serve the youth in our community, Remi-Vista has experienced chronic staff turnover and at times the youth were not receiving the services as frequently or consistently as necessary. Changing counselors on a frequent basis has created problems with the youth who already have trust issues. In the past six months, Remi-Vista has been able to retain counselors and the services have improved. Probation meets with one of the counselors, serving the majority of probation youth, every Monday.

Probation has a good working relationship with mental health branch. The youth who are placed in the county and require psychotropic medication are seen at the mental health branch. The only issue Probation has with this process is that the initial appointments take a long time to schedule as they only have one doctor who serves youth. However, once the initial appointment occurs, doctors are very good about regular follow up appointments. In addition, the doctor is very good about sending Probation the required documents for psychotropic medications. Overall, Probation is satisfied with the relationship with mental health.

Probation also works closely with Environmental Alternatives. The relationship between the two organizations has not always been good, but that has changed over the past year. Environmental Alternatives has had difficulties with staffing. This seems to be an issue with the majority of our services, including probation; it is very difficult to retain people in the county

because Del Norte is a small remote county and salaries are low. Environmental Alternatives has had the same social worker for the past year and has a good relationship with the placement officer.

The last organization that Probation deals with regularly is Coastal Connections. Probation and Coastal Connection staff have an extremely good relationship. The relationship between Coastal Connections and Probation has been positive since they opened their doors. The social worker assigned to the Center has made it a point to include probation youth in the programs. Staff at the Center has taken some of the pressure off of the placement probation officer by meeting some of the needs of the youth.

State and Federally Mandated Child Welfare/Probation Initiatives

Del Norte County CWS is participating in the Fostering Connections After 18 Program. Del Norte County foster youth are provided with information pertaining to the After 18 Program from the time they are 16 and initially eligible to Independent Living Services. These youth are informed by their assigned social worker and the ILP social worker about what the program can provide and educates them regarding the commitment necessary to satisfy the program requirements. The county also has a monthly ILP meeting, where additional information about emancipation is provided and discussed with participants. As Del Norte County's population of foster youth in this age group is relatively small when compared to other California counties, CWS is able to personalize the dissemination of information to each individual, as appropriate. The youth's case managing social worker, deputy probation officer, and the county ILP coordinator housed at Coastal Connections.

Del Norte County does not have the staffing capacity to support major initiatives. This has proven to be frustrating at times but state funding methodologies do not take into consideration that a program has a base cost and that implementation requires a minimum allocation as well. Small counties have had to implement abbreviated versions of programs for many years in an effort to remain in compliance even when this means adding responsibility for an additional program to a staff member who has a full caseload or to a supervisor already responsible for multiple core services.

Del Norte County Mental Health contracts with Remi Vista Inc. for children's mental health services, therefore Remi Vista takes the primary role in Kate A service delivery. CWS, Mental Health and Remi Vista continue to meet and refine the delivery of Katie A. Services. While Home Base Services and assignment of an ICC are now occurring for designated children; recruitment, training, and retention of Intensive Treatment Foster Homes will present a major challenge in this county. Presently the county has 21 licensed foster homes with 16 who actually accept placements. At this writing, there are five available open beds in three licensed homes. There is one FFA operating foster homes in the county with a total of 2 approved homes. Del Norte County relies heavily on relative, NREFM, and tribe specified homes for children in need of placement.

Board of Supervisors (BOS) Designated Commission, Board of Bodies

The Del Norte County Board of Supervisors approves CWS budgets, contracts, fiscal transfers and reviews and approves the County's Child Welfare Services and Juvenile Probation - System Improvement Plan. CWS updates the Board and the community with presentations on new programs, current trends and outcome information. Probation line staff officers do not generally appear before the Board of Supervisors; however, the Chief Probation Officer does have a working relationship with them.

The Child Abuse Prevention Council (CAPC) and the designee to receive the County Children's Trust Fund (CCTF) appropriation is the Child Abuse Prevention Coordinating Council (CAPCC). The Board of Supervisors Resolution Number 2009-004 established the CAPCC as an independent organization within the county government. Because the CAPCC does not have full or part-time staff and meets as a volunteer organization, major projects requiring coordination of prevention and early intervention services in the community are difficult. The CAPCC recognizes this need and is studying ways to coordinate prevention and early intervention services in the community with limited resources. Declining birth rate, the lack of hospitals in the county and decreased Kid's Plate revenue has severely impacted the CCTF and funds to promote these efforts. It is too early to ascertain whether the recent passage of Assembly Bill (AB) No. 2187 (Chapter 61, June 25, 2014) will have an impact on the CCTF. AB 2187 requires that birth certificate fees collected by a county for a child, whose mother resides in another county, be transmitted to the CCTF in the county of the mother's residence.

The CCTF is administered by the DHHS, Social Services Branch. The CAPCC uses these funds to promote child abuse prevention and intervention educational campaigns and sponsor events. Information related to expenditures made by the CAPCC using the CCTF is gathered through itemized statements paid through the county. The CAPCC maintains separate accounting of the Council's transactions; the county's accounting of the activity is published by the county auditor's office annually. The county deposits \$20,000 of the CBCAP allocation into the CCTF annually where it is subsequently transferred back into an account and held for payment towards a CAPCC endorsed contracted service, Incredible Years.

In addition, although the BOS resolution named the CAPCC as the PSSF planning collaborative, the county is utilizing the C-CFSR process as the local planning process that is required for CAPIT, CBCAP and PSSF expenditures. The C-CFSR process is a more robust process that requires stakeholder engagement, including CAPCC representatives, to identify and prioritize needs and determine how funds will be allocated. Currently CWS distributes and accounts for the PSSF program funds, \$10,000 is designated to each of the two programs, Baby Steps (a DHHS program) and Dina Dinosaur (administered through DNCCC.) The county also takes responsibility for monitoring the CAPIT/CBCAP/PSSF subcontractor DNCCC, data collection, program outcome evaluations, program and fiscal compliance. CWS completes and submits annual reports for all programs funded by CAPIT/CBCAP/PSSF.

The county entered into a contract with DNCCC in FY 2001/02 to provide parent education services to the community using the CAPIT and CBCAP funds. The program, Incredible Years, has been very successful receiving referrals from a variety of agencies, private practitioners, and from individuals seeking to improve their own parenting skills. In 2007 DNCC piloted a second program, Dina Dinosaur; related to Incredible Years but targeted to children ages 3-8. The training strengthens children's social and emotional skills, such as understanding and communicating feelings, using effective problem-solving strategies, managing anger, practicing friendship and conversational skills, and behaving appropriately in the classroom. The program was used at a selected school site each year with noticeable positive effect.

In FY 2010-11, CWS contracted with the DNCCC using 46% of the PSSF funds to provide Dina Dinosaur classes to foster children in the targeted age range. The concept was that by giving children strategies to strengthen their social and emotional skills they would be more successful in out of home placement (placement stability), and when they returned home (reunification) and in adoptive placements (permanency).

The county received \$22,314 in total PSSF funding for FY 2013-14; Dina Dinosaur received \$10,000 of this funding to support time limited family reunification and adoption promotion and support. Baby Steps, a program for pregnant and parenting teens and young adults, which also benefits from PSSF funding, has a collaborative that works to meet the needs of this population and meets on a monthly basis. Baby Steps received \$10,000 in FY 2013-14. The remaining \$2314 was used for administrative costs.

Systemic Factors

A. Management Information Systems

Child Welfare Services

Child Welfare Services/Case Management System (CWS/CMS) is the statewide automated system used in CWS. Data input into CWS/CMS provides the aggregate information processed by UC Berkley's Center for Social Services Research. This data is translated into outcome data informing county of compliance with state and federal measures. Local policies and procedures are frequently adjusted or changed to correct negative trends occurring in outcome measures in order to achieve positive outcome performance. CWS/CMS is used daily by the social workers. Referrals of CAN are created in the system, case management is documented, and documents such as court reports are also created in CWS/CMS. There are system related issues complicating the use of CWS/CMS. One of the barriers is optimistic *concurrency*, which occurs when two or more people are working on the same case and attempt to save their work. The work of one social worker will not be saved and all of their work will be lost. There is no notification if more than one person is in the case at the same time. Another barrier in CWS/CMS is the ability to create duplications without system notification. If two cases for the same individual are created on CWS/CMS, pertinent information can be misplaced within the system. Additionally, some data must be input twice because it does not transfer to other relevant fields in the system and CWS/CMS provides only limited space to import documents. Photos cannot be saved on the system as they take up too much memory. Funding for a new system has been requested and development is in the early stages for a web based application.

Probation:

Probation has had a difficult time with the CWS/CMS System. When Probation staff were originally trained, there were problems with the depth of training received. Probation has since been trained again on February 10 and 11 this year. Since being trained, Probation has become more diligent about inputting information. Probation is attempting to get as many of the older

cases entered into the system in order obtain outcome information and to build the system's database. The data reported for Probation has not been complete due to these issues.

B. County Case Review System

Child Welfare Services

Del Norte County CWS uses a variety of automated systems to assist with case review. CWS fully utilizes the statewide CWS/CMS as a primary system for tracking referrals, cases, placements, court activity, and clients. Del Norte County contracts with the National Council on Crime and Delinquency for Safe Measures (SM) and Structured Decision Making (SDM). SM is an application used by social workers, supervisors, the analyst and the manager to track the status of case management compliance, program trends, and outcome measures. SM is a system of web based tools used for guiding social worker decision making at critical junctures of a case and/or referral. Because Safe Measures supports the real time measurement of both processes and outcomes, it has become an invaluable tool for case management at the direct service level, and for administration.

To ensure that informed decisions considering risk, safety and protective capacity are being made; CWS uses (SDM) assessment tools at critical decision making points. The model offers workers a framework for consistent decision making and the agency a way to target resources and clearly review decision making trends.

CWS/CMS support is provided through contract with county information and technology. At present, the system support analyst is housed in the same office as CWS and can offer immediate technical assistance/training on any data entry challenge. Initial training for CWS/CMS starts by individuals using the STAR self-paced training program with additional training is provided by the Northern Training Academy.

A part-time Public Health Nurse is assigned to CWS for the purposes of entering health information directly into CWS/CMS. This resource has assisted CWS in improving documentation on the Health and Education passports.

Del Norte County uses Business Objects for ad hoc reporting from CWS/CMS. We have found this application very helpful responding to community requests for information.

Business Objects reports are prepared by a Staff Services Analyst in CWS and the IT Support Analyst.

The family visitation coordinator has developed an Outlook calendar to coordinate parent/child visitation. Social workers can access the calendar to see when families are visiting and arrange their own calendars to coincide with visitation observation. Social workers are responsible for monitoring 10% of the family visitation on their assigned caseload. CWS has a standing order for five hours of visitation per week between parents and their children. Generally infants are given one hour a day, five days a week. Visitation is arranged as soon as possible when children are detained. Visitation occurs in a variety of settings based on the needs of the family. Initially visitation is supervised at DHHS and then visits are moved to a less restrictive environment such as Family Resource Center (FRC).

CWS staff use SOP assessment strategies in consultation with the family and community partners to assist in their decision making process in each case. CWS provides behaviorally specific referrals to Remi Vista, necessary for the development of a treatment plan for each child. Consultation between foster parents, biological parents, social workers and school personnel, is key to learning about children's behavior in the various environments.

Elements of family engagement models such as TDM, FGDM and FTM are used by CWS to engage families in the process in addition to other SOP strategies. Family meetings are held prior to children being detained and when a safety plan is in place in addition to regular intervals throughout an open case.

The process by which the county informs parents or guardians of rights and responsibilities of participation in case planning occurs during the referral phase. Parents are given a pamphlet regarding their civil rights and about CWS. If the referral promotes to court involvement, parents are advised by the judge and their attorneys as to their rights and responsibilities. Parents are afforded the opportunity to have facilitated family meetings. Social workers continue to engage the family and attempt to get their input as soon as possible in the formulation of the case plan.

Barriers and challenges of the case review system include: case plan engagement; efforts to improve outcomes for children and youth related to the juvenile court system; parent's unwillingness/inability to participate or engage in the case plan; short mandated timelines; and limited services.

CWS has a good working relationship with the Court administrator, both judges, and the core group of public defenders that work with CWS families. The Court has recently gone to electronic minute orders. CWS has had problems with the minute orders having incorrect information and are working with the Court to fix this issue. Additionally, CWS experienced some issues when one of the Superior Court Judge positions was vacant for almost a year. There were a number of visiting judges resulting in a lack of continuity in court supervision. These issues have resolved since a permanent judge was appointed to the vacant position. Judges indicated that there had been improvement in the timeliness of social worker court reports which improves practice overall but that ongoing supervision is necessary in this area to maintain the progress made and that delays in filing reports continue to cause unnecessary continuances.

CWS works regularly with Probation in several areas, including Wraparound, MDT/ICMT, ILP and dual jurisdiction cases between CWS and Probation.

CWS case plans are directly linked to the timelines set by statute and the Juvenile Court. The Court sets a six month review hearing following disposition. All persons present at the hearing are notified in Court of the next hearing date. A written notice is sent to parents, youth, and caregivers at least 15 days prior to the six month hearing. The Court sets the 12 month review within 12 months from the date the child entered foster care and notices are sent.

When families are unable to reunify following 6, to 12 months of reunification services, CWS recommends either an additional 6 months or that FR services are terminated. The Court can grant an additional six months of services if there is substantial probability that the child will return to the care of the parent by the next hearing. Otherwise, services to the parents are terminated and the matter is set for a W&IC 366.26 hearing.

Probation

Probation does not currently have a policy in place for case review. However, the current placement officer and supervisor staff the cases on a regular basis. Probation is a small unit and there is constant communication between the placement officer and supervisor. In addition, all group home youth are reviewed once a month at MDT/ICMT.

For cases with Tribal affiliation, Probation contacts the youth's parents and tribe. If a minor is detained in the juvenile hall, Probation contacts the parent and the tribe. If the minor is not yet detained and a petition is being filed, Probation will mail out the Notice of Hearing to the minor's parents and calls or emails the tribal social worker. Probation values the tribes input and assistance with each case.

Probation schedules a Permanency Hearing at the first six month review. The minor has six month reviews for the life of the case. If there is a need of a review by the Court earlier, Probation files a Notice of Hearing and contacts all parties involved.

Probation works with the minor and the minor's parents to ensure the case plan addresses the needs of the family. The case plan is reviewed and adjusted every six months, unless a placement change occurs and it is found that the case plan needs to be updated. The placement officer keeps in contact with the service providers for the case. The officer explains the responsibilities to the minor and parents regarding the case plan goals. The parents are often difficult to engage; it can be challenging for them to understand that in order for their child to reunify with family, they too have to meet specific terms. Since the last staffing change, the placement officer has had better success with the parents and better communication. This has changed the level of parent participation in case plan goals.

Probation youth in foster care placement generally have an open ended visitation schedule. Probation does not limit the number of visits youth receive. The only stipulation is that the visits must coincide with the foster parent's schedule. Probation does not currently use any type of family engagement models. The placement officer engages the family and keeps in contact throughout the life of the case.

Probation has a good working relationship with Tribal Social Services. The relationship between probation and Tribal Court is currently a work in progress. There are significant communication breakdowns between the two agencies. This is an area that Probation has recognized and is trying to improve.

Probation is currently in the process of purchasing a new case management system which includes an assessment and case plan tool which should be implemented by the end of May, 2014.

C. Foster and Adoptive Parent Licensing Recruitment Training, and Retention

There is a current Memorandum of Understanding (MOU) between DHHS and CDSS allowing the county to license foster homes on the behalf of the State. Del Norte County's licensing unit housed in the Social Services Branch, implements, enforces and complies with all California State laws, rules, regulations, standards, and policies pertaining to the licensing of FFHs pursuant to the:

- The county conducts criminal record clearances from the Department of Justice (DOJ), Federal Bureau of Investigations and the Child Abuse Central Index (CACI) on all potential foster parents and any other adults living in their home.
- The licensing evaluator processes applications for licensure, and conducts periodic evaluations, including on-site and caseload management visits. The evaluator also conducts complaint investigations as specified in CCLD's Evaluator Manual.

Foster family homes are evaluated to ensure that the home is in compliance with licensing laws and regulations. If a home is out of compliance the home is cited for a violation of regulations. Violations are cited to protect the children in care.

Relative homes are also evaluated to ensure that the home is in compliance with licensing laws and regulations. Relative homes receive annual home visits and as well as monthly home visits by the child's social worker or probation officer.

It is the policy of CWS to place children with relative caregivers whenever practicable, in situations where out-of-home placement is required for the safety of children. To maintain compliance with ICWA, if a child is associated to a Tribe, CWS will work with the Tribe to have the child placed in a tribe specified home, whenever possible. CWS will follow the spirit of the law, concerning placement of a child, and explore all potential relatives.

When requested, licensing's role in facilitating foster home licensee's interest in adopting is to request timely adoptive or permanent placement for waiting children to ensure that the background check process is completed in a timely manner for all adults in the potential placement home.

Del Norte County recruits foster parents using various means: word of mouth, radio, TV, newspaper, community bulletin boards, banners placed throughout the community, community partners, and newsletters.

Probation and CWS partner on the Foster Parent Recruitment Workgroup where strategies are developed and implemented in an effort to reach out to the community for potential placement resources. CWS and Probation staff attended fairs and other community events to recruit foster parents. Successful recruitment of foster parents continues to be a challenge. While the county has 21 licensed homes, many of these are at capacity or are not accepting placement. At the time of this report, there were only five placements available. Many of the foster parents request specific child characteristics which further limits placement capacity. There are two local foster homes that accept Probation placements. Probation has a difficult time finding local placement due to the stigma of "probation."

Foster parents receive training through the Foster & Kinship Care Program based out of Humboldt County. Trainings are scheduled monthly, and vary between the morning and evening to try and meet the foster parent's needs. On-line classes are available to those who are not able to attend the monthly scheduled classes.

Del Norte County has a Mentor program for all new foster parents to receive individual help as needed. All foster parents can call the assigned social worker, Licensing Unit, or the Foster & Kinship Care Office to receive support, guidance regarding issues that arise.

Each year the county holds an event for foster care providers to express appreciation for their willingness to open their homes to a child in need. This year there was a barbeque in a park in Crescent City. The Adult and Family Services Unit coordinated the event and the CWS staff assisted in setting up, serving and clean up. Games were provided for the children and door prizes were raffled. This year, each family received a gift card and a resource manual for care providers. These efforts are only a small token of the gratitude that DHHS feels towards these invaluable team members.

D. Staff, Caregiver and Service Provider Training

Child Welfare Services

In CWS, all staff, with the exception of the Legal Clerk, are required to complete CWS CORE training provided by the Northern Regional Training Academy. This includes vocational

assistants, social service aides and social workers; CORE is generally completed within the first year of employment.

CORE is available to service providers such as CASA and ICWA Social Workers. A barrier for caregivers and service providers wishing to attend CORE is that it is not offered locally. The closest offering of the training is in Arcata, approximately 90 miles away. CORE is three days of training, once a month, for five months. Some service providers and caregivers are not able to make the time commitment.

CWS administration requests input from staff on training they would like to have. Administration takes their choices into consideration and identifies any new laws and policies that might require specific training prior to selecting the training calendar for the next fiscal year. Social workers who have completed CORE are required to complete CORE II within 2 years of employment. One supervisor has completed Supervisory Excellence Series, one has completed CORE Training for Supervisors, and one has completed a supervisory series in the past.

New staff are evaluated by their supervisor twice in the first year of employment in part to review their knowledge of the CWS system. Staff are evaluated on areas of quantity of work, quality of work, knowledge of work, cooperation and dependability. Supervisors look to the SB 2030 time study to address the quantity of work and quality of work is assessed taking into account accuracy, completeness, and an ability to plan and meet deadlines.

CWS has weekly all-staff meetings to bring staff up to date on changes in practice and policy, check in on weekly staff coverage, and facilitate in-service trainings. Individual unit meetings are held twice a month to further discuss and implement necessary changes and apprise staff of trainings. The manager works with community agencies to request trainings from their staff that would benefit CWS staff.

The county contracts with UCD Northern Regional Training Academy (RTA) to provide trainings. CWS regularly invites community services providers, tribes and county services providers who are connected to the child welfare system to the scheduled trainings. This includes all service providers supported by CAPIT/CBCAP/PSSF funds. Currently the county is working with

Northern Training Academy to provide ongoing support for SOP which was implemented approximately 3 years ago.

The county contracts with the RTA for 12 trainings annually. Unfortunately, in the last few years the number of scheduled trainings has decreased due to an inability of the RTA to schedule training in Del Norte County. The RTA has difficulty in securing trainers willing to travel to Del Norte County. Trainings held over the last two years include: LGBTQ Youth – Meeting the Requirements of AB1856, Peer Quality Case Review, Trauma Informed Practice, Working with Adolescents and the Hard to Place Child, Effects of Abuse and Neglect on Child Development, The Role of Foster Parents in Family Reunification, Introduction to Mental Health, Secondary Traumatic Stress, SOP Coaching, Emotional Maltreatment, Preparing and Presenting Effective Testimony and Family Violence. Additionally, staff attend RTA training outside of Del Norte County throughout the year on an as needed basis; for example, all social worker and support staff attend CWS Core training, social workers attend Core Phase II Training, training on data analysis, crisis management and SOP regional trainings. Other training opportunities through the RTA on-line included: ICWA, Confidentiality, Social Work Organizational Strategies, Civil Rights, Health Care Needs of Children and Youth and MEPA.

While CWS does not currently contract with Strategies for training, community partners have brought several Strategies training to the county which include: Group technical Assistance – Integrated Services, Envisioning Community, and FRC Development, Individual Technical Assistance – Executive Director Coaching, Network Capacity Building – Regional Rural Health Convening, Cultural Proficiency Policymaker’s Convening, Case management, Home Visiting, and Engaging Fathers as an Approach to Strengthening Families. Additionally, a webinars on Maternal Wellness for Clinicians and Maternal Wellness for Direct Service Staff were attended by Del Norte County service providers.

Child Welfare and Adult Services provide mandated reported training in the community upon request. Child Welfare trains the local CASA advocates on policy and practice related to dependency.

Foster parents are offered training through College of the Redwoods Kinship Foster Care. All foster parents must complete the pre-licensing PRIDE training.

Probation

Placement officers receive probation placement CORE training and attend other placement related trainings offered by UC Davis. After a probation officer is assigned to placement, he or she is sent to the next available Placement CORE. There are currently three officers who have received the Placement CORE training. Training is an area that has vastly improved in the past year in Probation. It is the probation department's belief that officers must be properly trained in their area of assignment. The current placement officer has attended Extended Foster Care for Juvenile Justice Youth, JSORRAT-II training for sex offenders, PREA and CMS/CWS new user training for probation.

E. Agency Collaboration

CWS and Probation collaborate weekly at the county MDT/ICMT meeting to discuss placement and treatment concerns regarding dependents and wards. Community partners attend these meetings to develop strategies to meet the needs of the children or youth. Regular attendees include a representative from the schools, Mental Health, Remi Vista Inc. and Public Assistance. Out of county placement including those involving group homes are discussed in this meeting. Upon consensus, the placement matter is presented in court for approval. Coordination of services to prepare for the transfer out of county and again to prepare for the minor's return is essential.

The county does not have a group home or a shelter care home. Out of home placement options within the county are with a licensed foster home, a certified foster family agency home, an approved relative home, non-related family member home or Tribal home. When none of these options are available for placement, the county must consider out of county placement. Placement resources commonly used out of county include Foster Family Agency, Group Home and relative/NREFM care. Out of county placement requires a monthly social worker and probation officer visit with the dependent or ward respectively. Depending on the number of out of county placements, this trip requires most of one week for the CWS social worker to complete. While it is essential that this trip be made, it is one example of the logistical difficulties encountered due to the county's geographical location. Out of county placement creates a nearly insurmountable barrier to reunification. When parent/child visitation can occur only by phone or after a very long drive or bus ride it drastically reduces the relationship building contact that is necessary for successful outcomes.

Youth who are sex offenders or drug offenders are placed in specialized group homes outside the county. Probation utilizes Wilderness Recovery in Shasta County for male drug offenders and Koininia Group Home in Sacramento for female drug offenders. Probation currently uses Mathiot and Martins Achievement for sex offenders.

Tribes/tribal representative and/or tribal service provider

CWS facilitates a bi-weekly Tribal MDT which has been in place since 2004; the meeting is used as a forum to discuss referrals and joint response, pre-court services, on-going case management and client progress for Native American children. Additionally, Tribal

representatives are invited to the weekly MDT/ICMT meeting when an enrolled member or child who is eligible for ICWA is on the agenda. This meeting is crucial because the county has a disproportionately high number of Native American children involved in open child welfare cases; 39% of all open cases in May of 2014 involved Native American children.

Tribal members continue to access services through UIHS although, due to funding cuts, services have been drastically reduced. Both the Yurok Tribe and Smith River Rancheria have a broad array of services available to members and in some cases, relatives of members.

As mentioned earlier in this report, both the Smith River Rancheria and the Yurok Tribe are pursuing a Federal Title IV-E Grant which would enable them to develop the capacity to pay tribal foster care providers using federal funds. The Elk Valley Rancheria and Resighini Rancheria are small tribes without social services. The CWS referrals and cases with members of these tribes are infrequent.

Collaboration between county agencies

Coordinated case planning efforts such as CWS/CalWORKs Linkages, local mental health plans, coordinated services with the county's law enforcement agencies, and agreements made between county agencies for data sharing are all ways to serve shared populations.

DHHS has been an integrated services agency since 2007. DHHS is divided into: Public Assistance, Employment and Training Branch; Public Health Branch; Mental Health Branch; Social Services Branch; and Alcohol and Other Drug Services.

The Social Services Branch and the PAE&T Branch collaborate often and were early implementers of the CWS/CalWORKs Linkages program, participating in the pilot. The county continues to hold monthly Linkages meetings with CWS and Cal Work's staff where there is program and case review. Linkages meetings involving the parents are held bi-weekly.

CWS works with the Mental Health Branch to ensure that every child entering placement is assessed for services. This includes infants who are assessed for delays that can indicate early warning signs for developmental or social emotional problems. Mental Health contracts with Remi Vista Inc. to provide mental health services for children. Currently, CWS, MH and Remi Vista are working on the finalization of the Katie A. policy and procedures for the county.

As mentioned earlier in this report, the Public Health Branch interfaces with CWS in a number of ways: the PHN receives CHDP referrals from CWS; PHN inputting data in CWS/CMS; and

when there is a medical concern that does not rise to the level of a CWS response the PHN will visit the home.

AOD is a critical partner in providing services to CWS clients. Upon referral, clients receive an assessment and a treatment recommendation. Weekly case staffing helps to ensure that consistent and supportive services are provided to mutual CWS and AOD clients. Limited AOD services are available to dependents and wards.

CWS coordinates with local law enforcement for the investigation of physical and sexual abuse. At times this has proven difficult as law enforcement does not maintain the same regulatory time frames for the investigation as CWS. For example, it can take several months for law enforcement to conduct and complete an investigation of child sexual abuse whereas CWS must make a finding to determine the need for protection very quickly. At times this requires CWS to proceed in advance of law enforcement in order to gather adequate information. CWS would like to work with local law enforcement to make crimes against children a priority for investigation.

CWS shares a current caseload list with the DNUSD Foster Youth Liaison on a twice monthly basis. This ensures that the liaison is able to accurately identify those children in care and match them with appropriate school related services. The liaison attends MDT and ICMT as they have access to the educational information regarding foster youth. The foster care liaison and the specific school site are notified in writing when a child goes into a foster care placement.

The Del Norte Family Resource Center (FRC) is currently run by the county's First Five Commission. The class sessions for OCAP funded Incredible Years and Dina Dinosaur are held at the FRC which is centrally located, child friendly and a hub for resource and referral to many family centered activities in the community. A broader description of FRC services is addressed in the Service Array Section of this document.

The FRC serves as one location for CWS parent/child visitation. Once parents have progressed from supervised visitation which occurs at DHHS, the next step is for families to visit under a less strictly supervised environment, such as the FRC. A social services aide is present to facilitate the visit and to monitor the activity. Additionally, parents are able to interact with other families who are also using the FRC; they can cook, engage in activities, use the Child Development room, or spend private time together. Visitation at the FRC gives many families

their first contact with the FRC, one that it is hoped they will maintain long after CWS services have ended.

Del Norte First Five Commission funded programs include the FRC , School Readiness, the Wonder Bus (a mobile library), Kit for New Parents and Welcome Baby for New Mom Kits. The First Five partners with VISTA and Building Healthy Communities. These programs are critical in the prevention of child abuse and neglect.

The Harrington House Domestic Violence Shelter is an important resource in Del Norte County for victims of Domestic Violence and their children. Harrington House has assisted of CWS and Probation on many occasions by providing them counseling and safe housing along with referral to many helpful community resources. The shelter provides regular classes on domestic violence for victims and conducts training on becoming a volunteer at the shelter.

The Redwood Coast Regional Center (RCRC) serves individuals and their families who have a developmental disability, are at risk for developing a disability and individuals who are at risk of having a child with a disability. CWS refers those children and their families in need of an assessment to RCRC and often collaborative case plans are developed when both agencies are involved. CWS also refers children and their care provider for early screening when a disability is suspected.

The Del Norte Child Abuse Prevention Council (CAPC) meets once a month. CWS provides local statistical information to the CAPC to inform and assist the group when targeting their prevention efforts. This year the CAPC developed and disseminated a summer activities directory, organized a father appreciation event, organized a campaign to purchase child abuse prevention flags for public display during April, and held its first ever roundtable event.

A number of organizations have prevention based components in the services they regularly provide. There are two active councils meeting monthly with the focus of prevention. One is the CAPC, as previously mentioned, the second is the Community Action and Prevention Alliance (CAPA).

CWS educates stakeholders about changes in service delivery models. For example, CWS hosted several informational meetings on SOP, outlining the model and how it would be integrated into service delivery on a local level.

CWS makes data available upon request; in some cases the CWS analyst will spend time to provide some basic analysis to help the reader interpret what they are viewing. CWS relies on feedback from stakeholders and their continued partnership to improve services.

F. Service Array

Del Norte County has developed a strong service array for both CWS and Probation through county partnerships and the strategic use of community resources. Generally, services are available as needed and waiting lists do not occur. There is a waiting list to receive subsidized housing through Housing and Urban Development (HUD) and for other subsidized housing units in the county. There is a waiting list established for the Incredible Years parenting class. Typically, all persons on the list can be served during the next class session as two classes are simultaneously offered three times a year. Services are commonly available in Crescent City, requiring those in outlying areas to locate reliable transportation. Tribal services are available outside of Crescent City on tribal land in Smith River and Klamath.

There are gaps in services many of which were identified by the Stakeholders group and include the following:

- Mental health services for adults not meeting the definition of “medical necessity”
- More options for medical care
- More activities for children and youth outside of the school environment
- Transitional housing for families
- Intensive treatment foster homes
- Affordable and accessible transportation
- Reliable and consistent AOD services for youth
- Diversion programs in probation
- Shorter waiting list for affordable housing
- After care services for CWS clients

Services include:

Adoption Services- Del Norte County contracts for adoption services with the California Department of Social Services. CWS works closely with the Arcata District Office to access appropriate services for children related to concurrent planning. The Department meets monthly with the adoption workers to share information on cases

and to create an appropriate concurrent plan for children. Post adoption services are provided by CDSS to support families who have adopted children from the foster care system.

Baby Steps is a weekly educational and peer support program for pregnant and or parenting teens, which helps facilitate the wellbeing and self-sufficiency of teen parents. There is no charge for this program. Additionally, there are no income eligibility requirements; however to participate one must be enrolled in school/or graduated, pregnant or parenting, under 21 years of age, attend weekly group meetings, be able to maintain confidentiality of other members and participate in monthly one-on-one meeting with Baby Steps coordinator. Topics covered include Child Development Nutrition and Healthy Life Style; Nutrition and Healthy Life Style; Contraception/SED Education; Conflict Resolution; Parent Education; Career and College Preparation and Newborn and Pregnancy Care. Baby Steps services are provided in Crescent City and participants from outlying areas are assisted with transportation. Funding is through CWS and PSSF, Prevention and Family Preservation monies. The Baby Steps coordinator makes home visits to conduct development at assessments and has office hours available to meet individually with participants to tailor an individualized plan, but meetings are agenda driven. This program is comprised of evidence informed early intervention curriculum.

Bar O Boys Ranch is a residential treatment facility that accepts boys ages 13 to 18. The program is managed by Probation. The ranch contracts directly with parents and counties for the placement of children who are currently in the juvenile justice system as described in section 602 of the California Welfare and Institutions Code. The program is reunification focused service. It is funded through the county's general fund as it is a locked facility and not eligible for Title IV-E dollars. The ranch offers counseling services, a culinary program, and participants engage in additional extracurricular activities. The on-site school is under the supervision of the Del Norte County Office of Education. The ranch meets the unique rehabilitative needs of the youth participants

Building Healthy Communities a California Endowment sponsored local initiative focused on four, prevention based goals:

- Our children grow up to be healthy, productive and successful adults in a community that promotes their well-being through prevention, education and positive direction from their earliest days.
- Our children grow up to be safe and secure in a community that values their lives and teaches and demonstrates respect for one another. Children and families are safe from violence in their homes and neighborhoods
- Neighborhood and school environments support improved health and healthy behaviors.
- Our community believes that health is intrinsically tied to a strong economy. Our local economy is strengthened because of our focus on locally determined strategies that reduce poverty, promote hard-work, risk-taking, creativity and enjoyment of work.

These goals guide Del Norte County and Adjacent Tribal Lands, Building Healthy Communities (BHC) efforts. The BHC mission statement is: Our children should dream about their futures – and those dreams should be framed by family, health, safety, economic security, education and hope. We believe that their dreams are our community responsibility. We believe that early intervention and prevention are the critical keys to strengthening families, ensuring the economic assets of the families, preventing families from entering the justice and child welfare systems, instilling a life-long love of learning, and enhancing the health of every resident.

CWS has collaborated most actively with BHC on services for the youth and young adult population. These community based support services delivered at Coastal Connections are targeted toward promoting the wellbeing of youth and young adults and preventing future generations from experiencing abuse and neglect.

Crescent City Police Department has developed several programs to reduce drugs and crimes in the community. One such program is the Drug Free Multi-Unit Housing program. This program works with apartment managers to evict known drug users from housing complexes in order to reduce crime. The CCPD also runs the Explorer program for youth; works in the schools to deliver substance abuse education; offers education around personal safety; and is a key partner in CWS emergency response. Many of the

services provided help promote the wellbeing of children and families and can help prevent child maltreatment among at-risk families. Unfortunately, due to reduced funding, the department is no longer able to provide an officer on school campuses.

California Children's Services (CCS) is a state program for children with chronic and/or persistent diseases or health problems. Through this program, children up to 21 years of age can get the health care and services they need. CCS connects individuals with specialist in the health care field to provide targeted or specialized medical care. CCS is part of the Public Health Branch of DHHS. Referrals can be made to CCS by social workers on behalf of a child. To establish eligibility there must be a chronic/persistent medical condition; family income must be less than \$40,000 a year; or medical expenses must be greater than 20% of the family' adjusted gross annual income. CCS is available after Medi-Cal or insurance has been billed. This service is available to all income eligible county residents.

California Victim Witness and Victims of Crime Compensation Program are available for children who have been a witness to or a victim of a violent crime. Children can be eligible for up to 20 counseling sessions with an ability to appeal to the state for more sessions. An application on behalf of the child is filed by their social worker, parent or guardian with the local Victim Witness (VW) office. The service is available to anyone in the community who has been a victim of crime. The VW office is located in Crescent City at the Court House and is under the supervision of the District Attorney's Office.

Services available through VW include

- Crisis Intervention,
- Emergency Assistance,
- Resource and Referral Assistance,
- Follow up counseling,
- Property return,
- Orientation the criminal justice system for victims,
- Court escort and court support,
- Case status and case disposition,
- Notification of family/friends,
- Intercedes with an employer
- Restitution

Child Abuse Treatment Program (CHAT) Grant monies are available to children through the Victim Witness Office of the District Attorney. This program also provides funds for counseling services to those children who have been victims of child abuse or neglect with no cost to the family. Community providers of counseling services accept this funding.

Child Health and Disability Prevention (CHDP) is a preventive program that delivers periodic health assessments, developmental assessment, and dental screening and services to low income children and youth and all children in out-of-home placement in California. The CHDP program provides care coordination to assist families with medical appointment scheduling, transportation, and access to diagnostic and treatment services. Health assessments are provided by enrolled private physicians, and community clinics. Children entering out of home placement must be seen for an exam within 30 days of placement; follow up exams are based on the periodicity chart. CHDP exams are available through the Wellness Center, Sutter Community Clinic, UIHS and other local medical professionals primarily located in Crescent City.

College of the Redwoods Humboldt County campus is the provider of the Foster Care Kinship Education program for Humboldt, Del Norte and Trinity counties. State funding is used to deliver training and support services to care providers in each of these counties. The Humboldt County based program coordinator is tasked with holding regular meetings to determine each community's needs prior to developing a training plan. The county believes this program would be greatly enhanced by having a coordinator who lived in Del Norte County.

The foster parent education program is open to licensed/certified foster parents, persons contemplating becoming a licensed provider, and relative caregivers. The trainings/educational programs are at the Del Norte College of the Redwoods campus. Kinship Foster Care Education (KFCE) oversees the PRIDE program, foster parent mentoring, and additional trainings. The gap in this program is the accessibility to the training coordinator and the fact that many of the trainings are offered in Humboldt County 90 miles to the south of Crescent City.

Locally, College of the Redwood's staff also counsel foster children age 16 and above as they prepare to enter college or vocational training. These youth are eligible for specific grants as foster and former foster youth; they can receive this information and more from their CR guidance counselor.

Community Assistance Network (CAN) is a faith-based community service organization which provides food distribution and community work services. Services in the past included differential response, employment training and support, aftercare to CWS families, and community gardens. Services have been dramatically reduced and they are now operating primarily with volunteers, therefore they have moved back to their core mission.

Court Appointed Special Advocates (CASA) of Del Norte serves children who are under the jurisdiction of the Court due to abuse or neglect. CASA continually recruits, trains, and supervises volunteers in the community to serve on child dependency cases, advocating for the foster child. The objective of the CASA program is to ensure quality representation for the best interest of the child. The volunteer reviews medical and mental health records, education records, visits the placement home and spends time with the child. After reviewing the information, the volunteer provides the Court with an independent and objective report about the child's current situation and the parent's compliance with their case plan. They also attend all Court hearings. CASA of Del Norte currently has 25 advocates serving 44 dependents. The program recently swore in eight new advocates and served a total of 54 children between January and April 2014. There have been 15 organized trainings for the community and the CASA advocates during the same time period. CASA initiatives include:

- ***The Positive Response Project*** initiated by CASA as an intrinsic element to train volunteers, and the community team members that live or work with youth to better support and advocate for children. Recognizing behavior in a child as a symptom, rather than reacting to the negative behavior itself is paramount to a child achieving their potential.
- ***The Backpack Project*** provides backpacks to children when they are removed from their home due to abuse or neglect. Children often come to DHHS with only the clothes they are wearing. The Backpack Project provides items such as

- underwear, diapers, infant kits, personal hygiene kits, pillow cases, blankets, and even snacks. The backpack station is located at DHHS allowing social workers access to the items whenever they are needed.
- ***Creative Minds Project*** - provides craft supplies and materials for the children served by CASA. The project is geared towards raising self-esteem while practicing reading and math skills, and encouraging creative individual thinking. Advocates have the opportunity to work on different projects with their youth during summer or vacation breaks.
 - ***Educational Advocacy***- focuses on the advocate reviewing the youth educational records and monitoring the youth while in foster care to ensure the child's educational needs are being met. The advocate will work as a team with the family and the professionals involved ensuring the youth is treated fairly and has access to learning opportunities that will support their success.
 - ***Making Memories***- Encourages advocates to spend time with their youth out in the community learning social skills and networking. The goal of this initiative is to create positive memories that may develop their resourcefulness and encourage independent social interaction in the community setting.

This year CASA also partnered with CWS to bring training to the Court officers describing the services delivery shift to SOP.

Del Norte Child Care Council offers a variety of services to the Community. The organization provides more than 500 childcare referrals and 1000 technical contacts a year for services and programs related to children. The Executive Director, Administrative Team and staff attend trainings and conferences as funding allows.

DNCCC administers the Incredible Years Parenting Program (IY) which is funded with Community Based Child Abuse Prevention (CBCAP) and Child Abuse Prevention, Intervention and Treatment (CAPIT) dollars.

- IY Parenting Program is facilitated in three sessions per year at the FRC; each session is 14 weeks long. This research based program has four components that have been proven effective in reducing misbehaviors while maintaining parental composure.

- IY Parenting Program is also facilitated at the Del Norte County Jail for those parents that are incarcerated. This session is six weeks in length and allows the parents to join in the 14 week program at the FRC when released.
- IY Parenting Program is additionally being facilitated at the Del Norte County Juvenile Hall for those youth with children.

DNCCC also administers the Dina Dinosaur program in local schools and funded with Child Abuse Prevention, Intervention and Treatment (CAPIT) and CBCAP monies. A separate Dina Dinosaur program is funded through PSSF and is specific to Prevention and Family Preservation.

- Puppets, Dina and Wally teach children, K thru 1st grades on how to manage problems, social competence, control, and acknowledging and self-correcting their misbehavior at home and school by using their “internal thermometer”.
- The program is conducted in two sessions; one beginning in October and the second session beginning in May. Each session is 13 weeks long. This program is also offered to children in foster care and those having been recently adopted who are ages 4-10. The program effectively helps in reducing aggression, behavior problems, and social and emotional problems.
- Classes were also held on social emotional skill development at Howonquet Preschool and at Little School of the Redwood’s Preschool.
- CBCAP Outreach in the community includes attendance and or participation in:
 - Father Appreciation Picnic
 - Smith River Rancheria Health Fair
 - Wellness Community Fair
 - KCRE radio for Children’s Christmas Hour
 - KRECR one hour presentation with Dina and Wally presented on Social and Emotional Behaviors to students ages K- 3rd grade.
 - Youth and Family Fair
 - Candle Light Vigil

- Expanding Youth Horizon IY Parenting Program Presentation
- Building Our Dreams for Effective Interventions in Humboldt County
- Meth and Other Drugs Forum
- CAPC's 1st Annual Roundtable/Darkness to Light

DNCCC also operates the local latch key centers. These facilities are located at various school sites and provide an affordable after school daycare option for parents. The main site is located in Crescent City. The facilities are funded through the state and are dependent on a timely state budget. DNCCC maintains a list of licensed family child care homes and assists in getting private providers certified through trust line. The services can be individualized for the needs of the family requesting assistance.

Del Norte County Community Health Center (DNCHC) offers sliding scale fee and accepts both Medi-Cal and private insurance patients. It helps in the areas of Family Practice, Women's Health, Pediatrics, Teen Clinic, HIV Care, Family Dentistry, Behavioral Health Care, Diabetes Education counseling services and services to address the needs of victims of DV. DNCHC also has a substance abuse treatment program and they administer the Suboxone program. Additionally, they have a "clothing closet" where public donations of clothing are accepted; it is accessible to anyone in need. DNCHC is an integral part of family care in the county. Adult mental health needs are increasingly being met at DNCHC including assessments for psychotropic medication and counseling. Children with advanced dental disease are also being served at the health center. A barrier to their services is that there is a high turnover in primary care providers.

The center takes both Medi-Cal and private insurance patients; it only offers services at the Crescent City site. There tends to be a high turnover in primary care providers which impacts continuity of care. Physicians do their payback for medical school and leave the area. Physicians Assistants are referred to as doctors despite the absence of a medical school degree. This may end up confusing some clients feeling that they are being treated by an MD when they are actually being treated by a PA.

Del Norte County Child Support Services perform a variety of services including: establishing paternity; obtaining child support and medical coverage court orders; locating the non-custodial parent and his or her assets to enforce the court order; collection and distribution of child and spousal payments; maintaining accounts of

payments owed, received, and enforced by Court orders for child, spousal, and medical support. CWS often works collaboratively with Child Support when locating absent parents or establishing paternity. Child support services are open to the public; the office is located in Crescent City.

Del Norte County Department of Health and Human Services (DHHS)

DHHS provides a network of services and resources in collaboration with community partners and other agencies throughout the county. Direct services to children and families are offered through four branches and one program:

- Public Assistance and Employment and Training Branch
- Mental Health Branch
- Public Health Branch
- Social Services Branch
- Alcohol and Other Drug Program

Public Assistance and Employment and Training Branch (PAE&T)

Programs provided include CalWORKs, Cal Learn, Cal Fresh, Medi-Cal, job training and placement. CalWORKs and CWS have collaborated to provide the Linkages program to mutual clients. In a community with a 21.5% poverty rate, this has been an excellent use of resources. Youth living in homes receiving CalWORKs benefits are eligible to a program mirroring the CWS Independent Living Program (Expanding Youth Horizons EYH). The program currently serves an average of 30 youth per month. PAE&T also has a child care component to provide financial assistance with child care services, when parents are seeking employment. PAE&T can assist in removing barriers to work such as paying for auto registration, work clothing, phone minute cards, transportation (dial a ride) or mileage reimbursement.

Cal-Learn is a mandatory program for provided by the PAE&T for participants who receive cash assistance and are under 19 years of age, are pregnant or parenting, and have not yet completed their high school education. The program requires participants to enroll in high school or an equivalent program, necessary to earn a high school diploma or its equivalent. The focus of Cal-Learn is to provide teens with the support

they need to complete their high school education. Components of the program include assistance with community resources and family planning. This program is often provided in partnership with Baby Steps through the Social Services Branch.

Mental Health Branch (MHB)

Provides treatment for persistently, severely, and chronically mentally ill adults who are at risk of institutionalization; services for mentally ill transitional age youth; group treatment for target populations; a service center for the chronically mentally ill; and counseling and collateral services for Medi-Cal eligible children through a contract with Remi Vista Inc. MHB serves adults that are in need of crisis services. MHB is the site for Tele-psych for psychotropic medications.

Public Health Branch (PHB)

The Public Health Branch is comprised of Public Health Nursing including CHDP, vaccine clinic, California Children's Services (CCS), Maternal Child and Adolescent Health, Nurse – Family Partnership, Tobacco Use Prevention Program (TUPP), Strengthening Families, Public Guardian/Public Conservator and the Supplemental Nutrition Assistance Program – Education (SNAP ED). The PHB has recently received funding to provide services through the Nurse Family Partnership to first time mothers who are between 28 and 36 weeks of pregnancy; the PH nurse will follow the parent and child up to the age of one. PHB is available to the public through their clinics, maternal health nursing, and to those who qualify for CCS services.

Social Services Branch (SSB)

SSB is comprised of Child Welfare Services, Adult and Family Services and Coastal Connections – Youth and Young Adult Resource Center. CWS is responsible for accepting referrals of alleged CAN, 24 hours a day, 7 days a week. Adult and Family Services is responsible for accepting referrals of alleged adult and dependent abuse, 24 hours a day, 7 days a week.

CWS has the following services:

- **Emergency response** – investigative services provided when a child abuse report has been received, or a child has been taken into protective custody. Response times for referrals are classified as an immediate response or a ten-day

response. Services to stabilize the family can be offered by the emergency response unit for up to thirty days. SDM tools guide the social workers with the safety and the risk assessment. After investigation, referrals are given a disposition of inconclusive, unfounded, or substantiated. Families that have an inconclusive or substantiated allegation of CAN are eligible for services from DHHS. Funding for services is through Title IV-E, county, and state sources. When a family is receiving services, the case plan is individualized to meet the specific needs of the family.

- **Pre-Court services** include the option of voluntary placement and voluntary family maintenance. These services are offered to keep children safe and in their own homes without Court intervention. Eligibility for these services is based on findings during the investigation of the referral. Families must be willing to engage with CWS in order to receive pre-Court services.
- **Family reunification** are Court ordered services that are provided to high risk families and focused on reducing the risk level in the home and allowing the child to return home. In accordance with federal and state law, CWS is mandated to provide reasonable services and active efforts in order to reunify children with the parents. Parents who are involved with CWS and Court are engaged in the case planning process to develop an individualized, behavioral specific plan to rectify the problems that brought the family to the attention of CWS and the Court.
- **Court ordered family maintenance** services are provided to families as an opportunity to stabilize the family while the children reside in the home. The children may or may not have been in foster care prior to a court ordered family maintenance case. The services match what is provided in family reunification.
- **Permanency planning services** are provided to develop a long-term plan for a youth. They include: Transitional Housing Plus Program (THP+); Wraparound; family search and engagement; ILP; After 18 Services; and adoption or guardianships. Welfare and Institutions Code mandates that CWS develops a permanent plan for each child in care. Permanency planning is Title IV-E funded along with a state and county share of cost.

Independent Living Program and After 18 services

Services are for child welfare dependents and probation wards ages 15.5 to 21 years. ILP services were authorized by the Foster Care Independence Act of 1999(Public Law 106-169). ILP provides training and programs to assist current and former foster youth achieve self-sufficiency prior to and after leaving foster care. The ILP coordinator meets with the youth to develop the initial Transitional Independent Living Plan (TILP) at 15.5 years of age. Some of the services provided through ILP include:

- Money management
- Daily living skills
- Decision making
- Building self-esteem
- Financial assistance with college or vocational schools
- Educational Resources Housing (Transitional Housing)
- Employment

Transitional Housing Placement Program Plus: This program serves emancipated youth and young adults ages 18-24. Housing and supportive services are available to program participants for up to 24 months. Eligible youth must have emancipated from care under the jurisdiction of the Juvenile Court. Environmental Alternatives is the contractor for these services.

THP+ Foster Care: This program is available for youth and young adults ages 18-21 who choose to remain as dependents or wards (non-minor dependents) of the Juvenile Court. The program components are similar to those of THP+ with the addition of court supervision. Participants are also eligible to THP+ upon emancipation which potentially entitles them to up to five years of subsidized housing and related services.

Multidisciplinary Team and the Intra-county Management Team coordinated through DHHS; the Multidisciplinary Team (MDT) is a venue for the DNUSD, United Indian Health Services, local Tribes, MHB, Remi Vista, Inc., CWS, Probation, and Wraparound to discuss mutual cases with difficult multisystem problems. The Intra-county management team (ICMT) meets to approve funding requests made by

Wraparound Services Facilitators pursuant to SB163 and to authorize out of county placements.

Wraparound is an intensive community-based effort for the provision of individualized services for children and adolescents with complex and enduring multi-system needs. Staffed by a CWS social worker dedicated to this program and a parent partner, the intent is to wrap services around the child/adolescent living with the birth parent, adoptive parent, foster parent, specialized foster care, or in independent living settings. The aim of the program is for the youth to build and maintain a normal lifestyle and prevent a more restrictive and more costly out-of-home placement from occurring. The goal of a wraparound meeting is building trust while tailoring services to reduce the juvenile's high risk of removal from their families. Issues addressed are residential, family, social, educational and/or vocational development, medical, psychological and emotional attitudes, along with cultural/ethnic lifestyles.

Coastal Connections is a youth and young adult resource center funded through Mental Health Service Act (MHSA), staffed primarily through CWS funding, and grants from BHC. The center provides services to youth and young adults ages 16-25. The center provides both prevention and early intervention services with resource and referrals for needs that cannot be met directly on site.

Services offered:

- Internet Access
- Media Lab
- Production Room
- Art Class
- Cooking Class
- Snacks and kitchen use
- Personal Hygiene kits
- Referrals to community resources.
- Youth Counsel
- Job search and resume building
- Information regarding eligibility for food stamps, Medi-Cal, and cash assistance.

- Place to hold groups for youth transitioning to adulthood.

Multiple community agencies utilize the center such as: Remi Vista for anger management and substance abuse counseling; CWS uses the center for ILP, Baby Steps and Transitional Housing; the workforce center offers resume development, job searching, and interview preparation; DNUSD provides "Be Proud Be Responsible"; the Harrington House provides DV outreach at the center and the LGBTQ support group "Gender Talk" is also held at the center.

Adult and Family Services

Oversees Community Care Licensing, which includes licensing and monitoring Family Child Care, Foster Family Homes, approval of relative, NREFM and Tribe Specified homes, In Home Supportive Services, and Adult Protective services.

Alcohol and Other Drug Program offers a continuum of services for the treatment of drug and alcohol abuse including substance abuse assessment and recommendation for treatment. Treatment recommendations can include outpatient, in-county treatment or residential in-patient treatment outside of the county. AOD currently uses Humboldt Addiction Services Program (HASP) for female CWS clients who are in need of a safe and sober living environment. Services to the adolescent population have been sporadic. It is hoped that with recent program changes, services to the adolescent population will be more consistent. AOD also provides individual counseling, general counseling, a group for clients with dual diagnosis, and the perinatal program for pregnant and parenting mothers with substance abuse issues. Perinatal services are frequently used for mothers involved with CWS and are evidence based. AOD services are open to any county resident. AOD also monitors Adult Drug Court clients in conjunction with Probation.

Remi Vista, Inc. (RV)

A private non-profit agency that provides mental health and other contracted services in Del Norte County. RV provides mental health services for children and collateral services for their families. RV staff are being trained in trauma focused therapy and therapeutic behavioral services. RV is the Katie A. provider for the county; assists in post adoption

support program for families; general counseling collateral counseling; drug and alcohol counseling; and anger resolution.

RV can provide behavioral aides who work with youth with potential at risk of losing their current placement with services in their homes, community and at school. The programs are individualized to meet the particular needs of the child/youth. Services are funded through Medi-Cal.

Del Norte County Sheriff's Department collaborates with CWS on programs such as, Sexual Assault Response Team (SART), Child Death Review Team, Drug Endangered Children (DEC) and Emergency Response (ER). DNSO office is the largest law enforcement agency in the county. They have a detective assigned part time to child sexual assault cases. DNSO has faced serious budget cuts in the last several years. The DNSO office has a high turnover due to low pay and continued budget cuts. DNSO also operates the County Jail. In the past, the DNSO has contracted with other counties and State Parole to provide a 90 day substance abuse treatment program. This helped in funding the jail as well as the sheriff's office. With realignment, the program has been discontinued. The local jail constantly faces issues with overcrowding therefore many parents who are arrested on drug, child endangerment or other crimes related to family are simply booked and released. Due to overcrowding, even persons with no release warrants can be released after a few hours or days.

Del Norte County Unified School District (DNUSD) is comprised of eleven district schools which include: Bess Maxwell and Joe Hamilton both in Crescent City limits, Mary Peacock School and Pine Grove School both on the outskirts of Crescent City, Redwood School located in Fort Dick by Pelican Bay State Prison, Smith River School in the coastal community of Smith River, Mountain School located in Gasquet, Margaret Keating School located in Klamath, Crescent Elk School, the middle school, located in Crescent City, Del Norte High School in Crescent City and Sunset Alternative High School located near Fort Dick.

Del Norte County Office of Education Schools are also available and provide educational options to families. These schools include:

- Paragon (9-12) and Avalon (K-8)

- Independent Study Programs: Students (and their parents) meet weekly with a district teacher who provides curriculum and assignments for the student. Students utilize state mandated texts and are expected to take all state assessments.
- Home Hospital: Operates much as the Independent Study Program but is geared for children with medical or psychological needs that prohibit them from attending regular school
- Community Day Programs: Grades K-6 and 7-12: These programs are full-day educational programs for county and district expelled students. These programs offer a low teacher-student ratio, customized curriculum to scaffold and remediate academic areas of weakness and character education.
- Uncharted Shores
- McCarthy Alternative Education Center
- Elk Creek School located in the juvenile hall
- Klamath River Early College of the Redwoods

Private schools in the community include Four Square School, 7th Day Adventist School and the Fort Dick Bible Academy.

Foster Youth Services (FYS) provide support services to foster children while in the academic settings. The FYS coordinator has the ability and authority to ensure that health and school records are obtained to establish appropriate placements and coordinate instruction, counseling, tutoring, mentoring, vocational training, emancipation services, training for independent living, and other related services. FYS programs increase the stability of placements for foster children and youth. These services are designed to improve the children's educational performance and personal achievement, as well as providing long-range cost savings to the state.

The Local Control Funding Plan (LCAP) will result in a broader range of services available to local foster youth in their educational setting.

Oxford House: Offers a Sober Living Environment. The service provider operates throughout the US and is a new provider to Del Norte County. The local facility offers services to men only. AOD has been working with Oxford house and currently has several residents who are involved in AOD Services.

Humboldt Addictions Services Program (HASP)

HASP is a private non-profit organization in Del Norte County that includes Jordan Recovery Center (JRC) and Trillium House for Women. JRC and Trillium House provide a program of alcohol and drug treatment that include the therapeutic community approach to treatment, anger management, life skills training, and time management. Once enrolled in the program, the client can receive assistance with health and dental needs, educational counseling or job training. There is also assistance with transitional housing, planning for changes needed to move from residential treatment to self-sufficiency and job placement or job search. Graduates can apply for placement in the Clean and Sober Living Houses. These services can supplement those that are provided by AOD services and can be used by CWS clients. HASP initially provided a drunk driving program in the county, which they continue to operate. Through the years, HASP has expanded into the area of safe and sober living with a treatment component. There has been difficulty maintaining stable residences for the program as funding fluctuates.

Our Daily Bread Ministries is a substance abuse treatment program which also provides meals to the homeless and transient population and members of the community who have limited income. They are a nonprofit organization and rely on funding from a local thrift store. There are only two paid positions, a substance abuse counselor and the director of the program.

North Coast Children's Services is a private non-profit corporation operating in Humboldt and Del Norte County. North Coast Children's Services (NCS) currently administers Head Start, Early Head Start and California Child Development Centers. Services through this agency are comprehensive offering prevention and early intervention services at a variety of school sites as well as a home visiting program. Services include early childhood education, social services, provision of basic needs, health, dental and nutritional services, case management, resource and referral, family literacy and parent involvement. Families at all stages of CWS engagement, with children of an eligible age, are referred to this agency. A key strategy of NCS and other community partners are increased parent involvement in their children's education. The

hope is to improve the health, safety, academic, social and emotional success of all children.

North Coast Rape Crisis Team operates 24 hours a day, seven days a week. They provide a crisis line for children and adults who are survivors of sexual assault. They also provide supportive services, information on medical, legal needs, and advocacy. The services are available to adult and child victims and family members of CWS clients.

Redwood Coast Regional Center (RCRC) serves individuals and their families who have a developmental disability, at risk for developing a disability and individuals who are at risk of having a child with a disability. RCRC is a voluntary service providing direct and contracted services in the community including ILP Skills, developmental services and assessments, information and referral to specialists, respite care, case management and placement services.

Services include:

- Information and Referral
- Assessment and Diagnosis
- Prenatal Diagnostic Services
- Early Intervention Supports and Services
- Lifelong Individualized Planning and Service Coordination
- Behavioral Supports
- Employment and Day Services
- Health and Medical Services
- Family Support
- Residential Care
- Transportation
- Rights, Advocacy and an Appeal process

Rural Human Services (RHS), a local non-profit social services provider has a variety of programs. Emergency food boxes may be obtained once every four months in addition to food bank distribution occurring every two weeks. RHS also facilitates job finding for individuals through a variety of methods which include training, skill building,

coaching or counseling, work experience, startup assistance for small businesses, and youth programs. RHS also operates community enhancement projects which include Crescent City Farmers Market, Tailgate Food Distribution (May-October), Santa's Workshop and RHS Holiday Food Baskets.

Additionally, RHS operates Harrington House, the community's resource for victims of domestic violence and their children. Harrington House offers a full spectrum of services for both female and male victims of domestic violence including emergency food and shelter, a 24 hour crisis hotline, counseling, referrals and domestic violence education

RHS houses the DHHS Work Force Center; services include job search, resume preparation and other support to assist persons to become job ready. RHS also sponsors an environmental program focusing on stream restoration and making the community aware of the abundance of natural resources.

Smith River Rancheria: The Rancheria has a well-developed infrastructure. CWS can refer clients to tribal services through the tribal social worker. Some services are available to members of other tribes and non-native family members depending on the funding requirements. Services the Tribe provides include the following:

- **Children and Family Services**
 - Head Start: Head Start has a day care program which is a separate grant from the federal government.
 - Child Welfare Services: CWS for the tribe has an assigned social worker that works in conjunction with the county CWS agency. The tribal SW attends ICWA MDT and will respond jointly with County CWS on referrals that require an in person response. The tribal SW will also accept referrals received by the county that do not meet the mandate for a response.
 - Family Assistance
 - Elder Assistance
 - Prevention Services
 - Domestic Violence/Sexual Assault services
 - Community outreach

- Family Outreach: Assistance with transportation and financial assistance for families that need assistance with medical appts. Etc.
- Higher Education
- Vocational Education
- Housing Department
- Emergency Assistance relocation program
- Down payment assistance loan program
- Housing rehabilitation program
- Rental Program

Transportation Services: transportation continues to be a difficulty for many families in Del Norte County. There are several forms of public transportation available. There is Dial-A-Ride, a door to door transportation service requiring pre-scheduling for pick up; Redwood Coast Transit, which operates a fixed route within the community as well as transportation to Humboldt County (Monday – Friday) and taxi cab services.

There are issues with each form of public transportation. Dial-A-Ride is more costly than the fixed bus route, limited in availability and pre-scheduling is not always convenient. Redwood Coast Transit is affordable, but fixed routes do not always correspond to the riders needs and there are often significant time delays between buses to outlying communities. Taxis are convenient but are expensive and not an efficient use of limited resources of families with limited budgets.

Due to the transportation issues, access to services can subsequently be affected. To alleviate some of these issues with transportation, CWS can issue bus passes or gas vouchers to clients.

United Indian Health Services (Elk Valley, Crescent City and Klamath)

UIHS is a clinic network based in Humboldt County. The clinics provide a wide range of services to the Native American population including medical, dental, behavioral health, and nutrition. The overseer of UIHS is California Rural Indian Health Board (CRIB). Clients of CWS have the option of using services through UIHS or county service providers. Services include:

- Medical Services

- Dental Services
- Pharmacy Services
- Behavioral Health
- Vision Services
- Community Health Care
- Health Promotion & Education
- Diabetes Awareness Programs
- Nutrition Services
- Client Handbook
- Traditional Resources

Yurok Tribal Services: The Yurok Tribe is the largest tribe in California with approximately 5,000 enrolled members. The Tribal headquarters are in Klamath, California, part of Del Norte County. Tribal boundaries extend beyond Del Norte County including Humboldt to the south and Siskiyou County to the east. Tribal services are available to members of the Yurok tribe and in some cases, depending on program requirements, are also available to members of other tribes and non-native family members.

The Yurok tribe offers numerous programs:

- Domestic violence/sexual assault project
- ICWA
- Foster Care Recruitment
- Children’s code (Tribal Court)
- Youth Program – Provide education and prevention services.
- TANF
- food distribution program
- Housing program
- Low income energy assistance
- Emergency Assistance
- Employment assistance
- Casino, hotel and visitors center

Yurok Tribal Court: This program attempts to provide a path of healing for non-violent Yurok offenders affected by drugs and/or alcohol through an intensive substance abuse treatment program to improve family; community; and cultural involvement. Additionally the Tribal Court attempts to promote healthy life choices and reduce criminal recidivism.

- Office of the Yurok Advocate
- Alternative Dispute Resolution Program
- Low income legal action center
- Child Support Services
- Local Income Legal Action Center
- Educational Program
- Law Enforcement.
- Forestry and Environmental, Fisheries and Land Management

The tribe is funded through the federal government, Department of the Interior. They also receive USDA Funding and have received grants for their various programs.

Gaps in services are attributed to a large service area where access is often difficult. The tribe has satellite offices in the outlying areas but the outlying offices don't have the full service array. Additionally, the tribe has ongoing staff turnover limiting continuity in services and increasing the level of difficulty necessary for close collaboration. The tribe has applied for Title IV-E funding to enable foster care placement and infrastructure development of their child welfare program.

Women, Infant, and Children Program (WIC) provides Federal grants to States for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk. WIC is an invaluable resource in both providing supplements to the family's grocery budgets and teaching family's about nutrition. WIC is operated out of RHS.

Churches/Religious Community: Several of the local churches offer space for 12 step meetings, have clothing closets, provide food baskets, and will give occasional

vouchers for emergency housing, and provide counseling services with a faith based focus.

MEND/WEND: Men and Women Experiencing Non-violent Directions is the county certified 52 week batterers program. MEND/WEND is the certified program to counsel perpetrators of criminal acts against children. DHHS-SSB contracts with the program to provide group counseling sessions and education to adults involved in the child welfare system to address anger; emotions; communication; relationships; and the negative effects these behaviors can have on children.

Private Counseling Services: There are several private counselors (LCSW/MFT) in the area that will provide counseling services. They do not accept Medi-Cal but work with Victim Witness to accept funding through CHAT and the Victims of Crime compensation program. Several of the counselors in the area have specialized areas such as play therapy for children, CBT, or working with victims of sexual abuse or domestic violence.

North Coast Indian Development Council (NCIDC): Provide culturally relevant services to all Native American families. They operate an afterschool program, parenting program, mentoring, transportation and job/employment readiness.

Sutter Coast Hospital: Sutter Coast Hospital is the only hospital in Del Norte County and currently has 48 available beds. The hospital provides emergency medical treatment on a limited scale; they operate a walk in clinic for persons with minor medical issues; and have a surgical arena. Sutter Community Clinic is a part of the Sutter Hospital chain. The clinic has a family practice; OBGYN; educational programs such as Birth and Beyond for new parents; smoking cessation; diabetes education and space for 12 step meetings

12-Step Community: Sponsors community events to keep the community informed about Sobriety. The major event they do each year is Sobriety by the Sea. The 12 Step Community is open to anyone who identifies or is concerned about their substance use/abuse or another person's substance use/abuse.

Prevention focused services: the programs and services offered in the county with a prevention focus are: First Five – FRC programs, Incredible Years, Dina Dinosaur, Northcoast Children's Services - Headstart, Building Healthy Communities sponsored programs, Expanding Youth Horizons, Strengthening Families, Reach for Success, Baby Steps, Coastal Connections and county schools among others.

Culturally Relevant Services: services available in the county are proportionately available to meet the needs of ethnic and/or minority populations. Del Norte County has multiple ethnic minority groups; the largest groups being Hispanic, Hmong, and Native Americans. DHHS has several staff who can speak Spanish and Hmong. CWS has one Hmong SSA.

For the Native American population, UIHS is available for medical, mental health and substance abuse services. The Yurok Tribe has a "Wellness Court" that offers substance abuse services to tribal members. Both Yurok and Smith River Rancheria tribes have Courts that oversee guardianship cases.

The Yurok Tribe, Smith River Rancheria and Elk Valley Rancheria have Head Start programs aimed at meeting the early educational needs of tribal children under the age of 6. UIHS targets tribal members from all tribes. Bess Maxwell School has a Hmong program

Services which address the developmental needs of infants, toddlers and children: Remi Vista, Regional Center, Northcoast Children's Services address the needs of infants and toddlers. Remi Vista administers developmental assessments on all children in an open case age 0 to 5. Children can be referred to the Regional Center for developmental services; DNUSD provides Early Start services to children ages 0 to 3. Northcoast Children's services has a Head Start program and works with children that are RC eligible as well as other children who are identified as having developmental needs. DNUSD provides speech therapy to children identified with speech delays and occupational therapy for children with these delays. UIHS provides for medical, dental and mental health services for children who are identified as ICWA eligible.

Kinship Care Services - The County offers kinship providers the opportunity to attend a support group geared toward the issues of providing care for relative children and

youth. The county continues to provide case management services to children in kinship care. These services include all mental health treatment, psychiatric medication services and supervised visitation.

Discontinued Programs:

- **Boys and Girls Clubs of the Redwoods (Crescent City)** was a year round site that serves children ages 6-12. The club had recreational activities, art programs, craft projects and more to enrich the lives of the participating children. Attendance for the summer of 2010 reached maximum capacity. Social workers often recommended the club as a resource for voluntary clients.
- **Differential Response** was first implemented in Del Norte County in 2004. Child Welfare Services contracted with a local faith based non-profit agency, the Community Assistance Network, to provide the differential response services. The program, Life Elevation Action Program (LEAP), became well accepted and enjoyed name recognition in the community until it was eliminated in the fall of 2009 due to budget reductions.
- **Transitional Housing Placement Program (THPP)**, served dependents and wards under the age of 18. The program is no longer available in Del Norte County because there is not a housing unit with an onsite social worker and the youth can no longer reside in alone in a scattered site model.

G. Quality Assurance System

Child Welfare Quality Assurance

CWS continues to make significant strides in expanding the quality assurance system since the last County Self-Assessment. The analyst reviews data on a routine bases in an effort to expand reporting of compliance and outcome measures to staff and to improve the quality of child welfare practice. Major milestones include:

- Increased use of Safe Measures as a tool to track program compliance.
- Increased communication regarding quality assurance through regular meetings, data reports, presentations, training and technical assistance.

CWS has identified quality assurance as an area in need of further exploration especially in the area of internal case review and for activities where data integrity affects performance outcomes. This will be included in the 2014-2019 System Improvement Plan.

Evaluating performance measures and outcome data

CWS monitors outcome and process data for child welfare using a number of resources including Children’s Research Center’s Safe Measures Application, UC Berkeley Dynamic Reporting System, CDSS County Data Reports, CWS/CMS Business Objects reports, Del Norte County policy and procedures and local ad hoc and/or qualitative data.

CWS uses the following approaches in analyzing data:

- **Trend Analysis:** A review of measures from 2010 through 2013. This long-range approach enabled Del Norte County to determine trends that might be the result of practice or policy changes, facts which might not be reflected in a review of the quarterly data only.
- **Ad-Hoc queries (Safe Measures, Business Objects):** Review of reports that allowed CWS to “drill down” below the surface of the statistics and begin to identify the underlying processes affecting performance. For example, it was discovered that recurrence rates were somewhat inflated due to improper data entry.
- **Case Level Analysis:** Review of cases in areas where the overall percentage of cases is so small that one or two cases in a quarter create a dramatic change in the overall results. Due to the county’s size, this phenomenon impacts most measures. One family of two or more children can make the difference in terms of meeting the national standards, or not.
- **Caseload Demographics:** Relative impact of services by race/ethnicity, age and gender. For example, the clearly disproportionate number of Native American children in out of home placement calls for an in depth look at the underlying systemic issues leading to out of home placement and the way services are delivered to this population.
- **Content analysis of qualitative data** obtained from the various community and stakeholder meetings.

Indian Child Welfare Act and Multiethnic Placement Act

CWS is in the process of creating a quality assurance plan for ICWA and MEPA through the development of formal policies and procedure. This will improve the ability to monitor the practices CWS already has in place.

Policies and Practices for Monitoring the Effectiveness of Mental Health Services

CWS tracks all referrals, assessments, and services provided to children and adults receiving child welfare services. Staffing with the children's mental health provider occurs twice a month to assure progress in treatment. Additionally, cases with multi-agency involvement are staffed at the county MDT.

All children in an open CWS case are given a developmental assessment at Remi Vista, Inc. in accordance with ACL 06-54 (CAPTA). Children over the age of three are screened for MH services at RV using the Child and Adolescent Needs and Strengths (CANS) assessment tool. If they are in need of additional services, CWS refers them to RCRC or other appropriate services to meet their needs.

CWS monitors the administration of prescriptions to children in foster care by giving foster parents a medication log. It allows the social worker to document all medications the child is prescribed while in care. Psychotropic medications are monitored through the Juvenile Court and cannot be given to children without a court order.

Physical Health and Education Needs

All children receive a CHDP exam upon entering foster care and when a placement change occurs. CWS is in the process of creating a policy and procedure for monitoring and entering children's educational and physical health information into CWS/CMS. The Health and Education Passports often have information gaps due to inadequate time available to social workers for entering this information. A data entry clerk has been requested in the new budget in order to meet this need.

Children with Special Needs

CWS and Probation work collaboratively with Redwood Regional Services to ensure that children with special needs are properly assessed and receive quality services.

Policies and Procedures for Documenting and Monitoring Child and Family Involvement in Case Planning Process.

Social workers are required to provide the Juvenile Court the initial case plan either within 30 days after the initial contact with the child, or at the face-to-face contact immediately before the Disposition Hearing, whichever comes first. Social workers are required to develop case plans for all voluntary cases within 30 days of the initial face-to-face contact. Parents are required to sign and date the family case plan for child welfare and probation cases. CWS monitors these timelines using Safe Measures.

a. Concurrent Planning

The process in CWS is to provide concurrent planning in every CWS case receiving reunification services. Adoptions services are contracted through CDSS, Arcata District Branch of Adoptions Services. Social workers and the court unit supervisor meet with adoptions specialists monthly to staff cases. The court unit supervisor individually staffs cases on an ongoing basis with the assigned social workers.

CWS also works with tribes to develop concurrent plans for tribal families. Local tribes are amenable to tribal customary adoption and will make recommendations for TCA when appropriate.

CWS social workers address concurrent planning activities in court reports with the following information:

- The disposition hearing report must include both the reunification plan and the alternative permanency plan.
- A statement regarding the social worker's discussion with the parent(s) about the requirement to plan for permanency and reunification concurrently, and participate in adoption planning; and,
- A statement of the reason(s) (e.g. parent unavailable/unwilling) and the steps made toward legal permanence for the child (e.g. child placed with relative willing to provide legal permanence or referred to State Adoptions for placement in a concurrent planning home).
- The review report must include an update on the concurrent planning activities.

b. Termination of Parental Rights (TPR)

CWS social workers address TPR planning activities in court reports with the following information:

- Pre-assessments required prior to the TPR hearing
- Notices to all parties including parents named in the TPR Hearing.
- Update of all parent searches and a Declaration of Due Diligence, in a case involving an absent parent.

The Court will not terminate parental rights unless an adoptive home is identified for the child. The Court will continue to set 6-month review hearings until the adoption is finalized. Some of the reasons for delaying the TPR hearing are for unresolved paternity, ICWA issues, and contested hearing by the child's parent(s). Parents have the legal right to contest the TPR hearing or any other permanent plan hearing.

c. Transitional Independent Living Plan (TILP)

Social workers with youth 15.5 and above on their caseload are required to meet with youth to develop the TILP. CWS has a staff person dedicated to providing ILP services and assisting CWS and probation youth in meeting the requirements of their plan. This social worker also works with youth having aged out of the system and non-minor dependents.

ILP services are available to teens who meet the following requirements:

- 16 years of age minimum.
- Living in a foster home, group home or relative's home receiving AFDC-FC, which is federally funded under Title IV-E or state funded (non-IV-E).
- Residing in kinship care and in receipt of family reunification and/or permanent placement services.
- All KinGAP youth residing in non-relative guardianship care receiving state funds.
- Ward of Del Norte County under the supervision of the Probation Department who meet the age and AFCD-FC requirements.

- All dependents of California including those from other counties or states referred by a county or state with jurisdiction.

County accountability of CAPIT/CTF/CBCAP/PSSF

Children’s Trust Fund and Kids Plates Fees

The Board of Supervisors has designated the members of the CAPC as the authorized entity to provide oversight to the Children’s Trust Fund and Kids Plates Fees fund. CWS, in partnership with the CAPC, is responsible for maintaining records of fund expenditures, monitoring specific activities, and for collecting and reviewing data submitted by the CAPC.

Programs funded by CBCAP/CAPIT/PSSF

- Incredible Years: CBCAP/CAPIT
- Dina Dinosaur - school based: CBCAP/CAPIT
- Dina Dinosaur - foster care: PSSF - Limited Family Reunification/Adoption Promotion
- Baby Steps: PSSF - Family Support and Family Preservation and CWS

CWS evaluates and monitors the Incredible Years (IY) program. The service provider collects information from participants through questionnaires as well as pre and posttests. After each IY session, the coordinator sends copies of the completion certificates to the CWS staff analyst, who then randomly selects 10% of the participants. The analyst requests copies of the completed questionnaires and pre/posttests from the coordinator for the selected participants. Quality of service is based from the responses of the participants. Additionally, the analyst reviews CWS/CMS to determine how many participants have a substantiated allegation of abuse or neglect after completing IY. From June 2013 to July 2014, sixty-three (63) adults participated in IY. Only one adult had a substantiated allegation following completion of IY. CWS evaluates and monitors Dina Dinosaur. The service provider collects information from participants through questionnaires. After each Dina Dinosaur session, the coordinator sends copies of the certificates to the analyst, who then requests random participants to receive copies of the completed questionnaires. Quality of service is based from the responses of the participants.

CWS administers and provides Baby Steps services in collaboration with other providers of services for the pregnant and parenting population. The Baby Steps coordinator periodically gives participants surveys which include questions directed toward evaluating quality of service.

Between July 2011 and June 2014 there have been 63 participants in the Baby Steps program. Only two of these participants are in open CWS cases, both are NMD's also in foster care.

Should a corrective action be required, CWS will work with the service provider, Del Norte Child Care Council, on the areas requiring correction to bring the contract back into compliance.

Similarly, CWS provides ongoing oversight of Baby Steps services as part of the continuum of in-house services. CWS works with the Baby Steps Collaborative to evaluate and assess the need for service modification.

Critical Incident Review Process

The county has a child death review team coordinated through the Del Norte County Sherriff's Department that consists of the coroner, mental health, law enforcement, CWS, District Attorney's office, Sutter Coast Hospital representative, child care council, and public health. According to the protocol, the team should meet quarterly; however, the last meeting held in 2007. There was one child fatality in in Del Norte County in 2011 however there have been no child deaths directly related to child abuse and neglect since 2000. Additionally, CWS completes the Child Fatality/Near Fatality report for the state on a quarterly basis.

Critical incidents occurring in Child Welfare are reported to the Director and Risk Management. The incident is reviewed for possible action and strategies are discussed for preventing similar incidents from occurring in the future.

National Resource Center Training and Technical Assistance

The county contracts with Children's Research Center for technical assistance in the use of Structured Decision Making. The county receives an annual site visit by a consultant, for case reading and analysis, and consultation for supervisory and management staff on policy and practice in the use of the instruments. The county also receives an annual county SDM use report which allows a broad review of the entire year's data and helps guide changes in policy and procedure.

Peer Review Summary

The peer review was held April 1-3, 2014 in Crescent City at the DHHS in a collaborative effort by CWS and Probation. On-site technical assistance and facilitation was provided by Julie Cockerton (CDSS Outcomes and Accountability), Theresa Sanchez (Office of Child Abuse Prevention), and Lisa Tadlock and Joanne Brown from the Northern Regional Training Academy (UC Davis).

Peer counties were invited based on comparability of demographics and geography and on achieving high performance in the selected outcome areas. CWS peer counties were Napa, Lassen, and Butte County. Probation peer counties were Humboldt and Lassen Counties. Six CWS and two probation cases were chosen for review. Peer Reviewers were provided with narrative case summaries for each case and the hard case file for each as they met with the assigned social worker or probation officer. During the peer specific cases were chosen in order to focus on the selected outcome measures: Reentry following Reunification (C 1.4) for CWS and Reunification within 12 months (C 1.1) for probation.

Following the review, peers were asked to offer general recommendations to CWS and Probation for improving practice in various areas. Regarding training: peers recommended that staff be trained on how to better work with parents with mental health issues; strengthening engagement skills for working with parents and children; training on working with tribes; continuous SOP training using modules and tools; and CWS/CMS training for all social workers and probation officers. Access to professional training has to be improved including more funding for training outside of the county which is often limited due to the remoteness of Del Norte County. Training for foster parents and job training programs for parents were also recommended.

CWS's model for delivering support and care services was seen as a strength by the peers, including funding activities for foster children in the community, financial assistance made available to parents for case plan activities such as: transportation, direct assistance with housing, and related household supports. Community resources such as couples and family

counseling and more mental health services for adults was emphasized as necessary to successful reunification. Adding more social workers and more county foster homes were identified as gaps in service and needed resources. Outside programs that offer a best practices model with a stable staffing was also stressed as directly related to successful reunification. Aiding parents who are reentering the community following incarceration was identified as another area where specific resources were absent and needed. Supplementing CWS internal policies and procedures was recommended by the peers to improve outcomes for service models such as SOP; insure fidelity to the practice model; extending family maintenance services when appropriate; improving family search efforts, engagement with extended families at the front end of the case and throughout, and policy and resources to expand voluntary family maintenance and implement aftercare services and support.

Peers recognized many promising practices and system improvement in CWS and Probation as noted below:

- Strong visitation plans and frequent visits facilitated by the addition of social work aides
- Resources including MEND/WEND, Remi Vista strong referral process as well as direct services, Sober Living Environment.
- Emphasis on collaboration with tribal social services and linkages to services, e.g., housing.
- SDM was utilized throughout the CWS case and training had been expanded on SDM for all workers/supervisors.
- Practice shows regular contact and good communication between social workers, family members, and adoptive families.
- Social workers maintain and reinforce strong connections between families and community resources, e.g. through referrals, transportation, and close/frequent contact with service providers.
- For probation, attempts to place youth in the least restrictive setting was identified as a promising practice.

Barriers and challenges identified during the peer review included:

- Turnover of staff at Remi Vista, which provides counseling, case management and referral services
- Inadequate transportation for families prior to receiving services
- Both Probation and CWS lack a structured *Family Finding* policy/procedure which would replace the current reliance on gathering information informally through parent interviews and would reinforce follow-up and regular screening for family connections.
- Substance abuse/relapse affects the engagement of parents
- Weak involvement of fathers
- Incarceration of parents
- Aftercare for families following reunification does not last long enough and at times leads to instability
- For both Probation and CWS: Placement is based on availability versus “best fit” as there are an inadequate number of local foster homes.
- Regarding Probation, a barrier noted was the apparent inability to find and maintain contact with extended family living outside of Del Norte County, inability to locate parents, and geographic location in relation to engaging families.

At the conclusion of the peer review, findings and recommendations were reported out at a joint agency meeting and promising practices from each of the peer counties were presented and discussed.

Outcome Data Measures

Child Welfare Services

The following section gives a comprehensive review of CWS's performance in the outcome measures. Each outcome has a graph that shows trend and directional goals. The graphs have two dates for each quarter that is reviewed. The first time period represents when the data was collected. The date in parenthesis indicates the quarterly report period for which the data was made accessible.

As previously mentioned, it is essential to understand Del Norte County's small population when reviewing data and how it impacts report by percentage. Del Norte CWS breaks the data down into participation rates so that data can be more accurately understood. For example, one family of two or more children can make the difference in terms of meeting the national standards, or not.

When possible, a breakdown and explanation of the county's data by relevant indicators such as age group, ethnicity, placement type, demographics and/or other indicators has been included. There is a clear disproportionate representation of Native American children involved in child welfare services relative to the Native American population in the county. CWS has chosen to include disproportionality in the upcoming SIP in order to better understand the underlying factors and systemic issues leading to the problem.

Unlike larger counties with greater population density and regional differences, Del Norte is more homogenous in terms of population factors correlated to abuse and neglect (e.g. mental health, poverty, teen pregnancy, domestic violence, substance abuse).

Another factor impacting multiple outcome measures is limited placement resources. When working with Tribal families, best practice is to place in a Tribally designated home from initial detention. There is a shortage of such homes in the county; each Tribe works to develop a list of placement resources with limited success. Recruitment and retention of County foster homes is sporadic despite considerable resources devoted

this effort. The only Foster Family Agency (FFA) providing placement services in Del Norte County is Environmental Alternatives. This agency provides transitional age placement and recruits and manages FFA foster homes. Unfortunately, Environmental Alternatives has recently closed the Del Norte County office due to an inability to hire a local social worker and recent legislative changes decreasing the reimbursement rates for FFA placement and the transitional age placements. Del Norte County will be served by the Humboldt County office unless local circumstances change enabling EA to re-open their Del Norte County office.

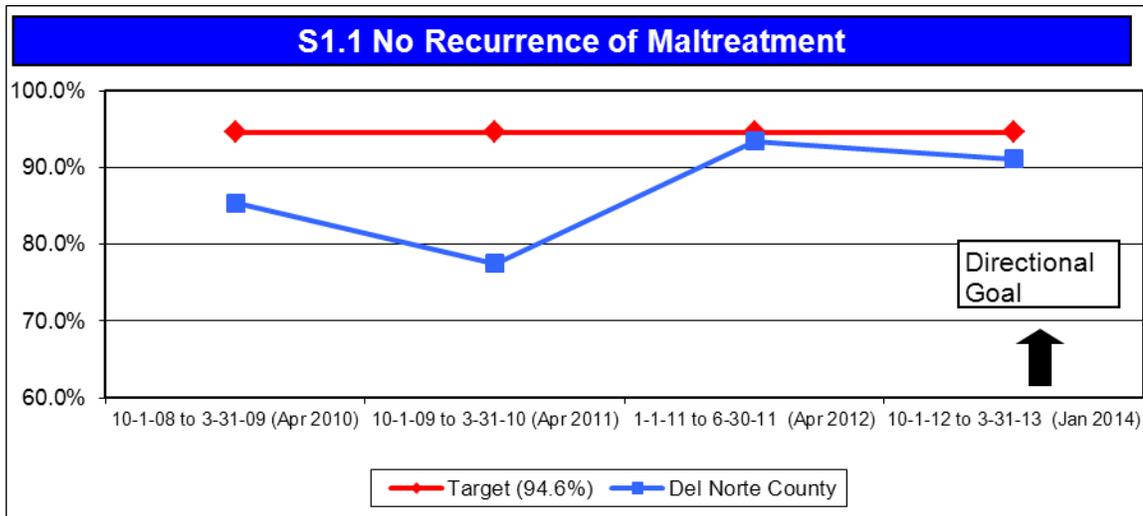
At this time, there is no FFA interested in providing Intensive Treatment Foster Care (ITFC) in Del Norte County due to low reimbursement rates and difficulties experienced with recruiting. Availability of this type of intensive treatment placement impacts the county's ability to keep children and youth local. ITFC is a core strategy of Katie A., the collaborative effort between CWS and Mental Health to keep dependents local and reduce group home placement. This inability to serve high needs individuals locally will negatively impact placement measures.

Outcome Measures

S1.1 No Recurrence of Maltreatment-Federal Standard \geq 94.6%

Measure: 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?

Methodology: Only allegations with a disposition are included. Follow-up substantiated allegations must be at least two days following the initial allegation to be counted. Allegations of "at risk, sibling abused" and "substantial risk" are excluded



Trend Comparison:

Between April 2010 and January 2014, the rate of no recurrence of maltreatment increased 5.7% and almost reached the federal standard of 94.6% in last two time periods. In January 2014, the rate of no recurrence was 91.1%, or 92 out of 101 children, were not victims of another substantiated allegation during the report period. Upon reviewing the ethnicity breakdown of this cohort, it appears that Latino and Native American’s each had an 80% no recurrence rate, Caucasian’s had a 96% no recurrence rate, and Black’s had a 100% no recurrence rate.

Analysis

The large data variances that affect Del Norte County are related to the relatively small number of cases in the county. It should be noted that if five (5) more children had NOT been part of another substantiated allegation of maltreatment, CWS would have passed the federal standard of 94.6%. In addition to small numbers in the county there are a few external factors that can affect performance in this measure as well, e.g., small personnel numbers with relatively large caseloads, lack of funding for after care services to support the progress that families have made, and access to services can be difficult for clients without a means of transportation.

Parents who participated in IY and whose children completed Dina Dinosaur – foster care, during FY 13/14 did not have subsequent substantiated allegations of abuse and/or neglect. Because of the relatively small population, it is difficult to know if this is

statistically significant and will be predictive of future participation. CWS will continue to monitor the outcomes of dual program participants.

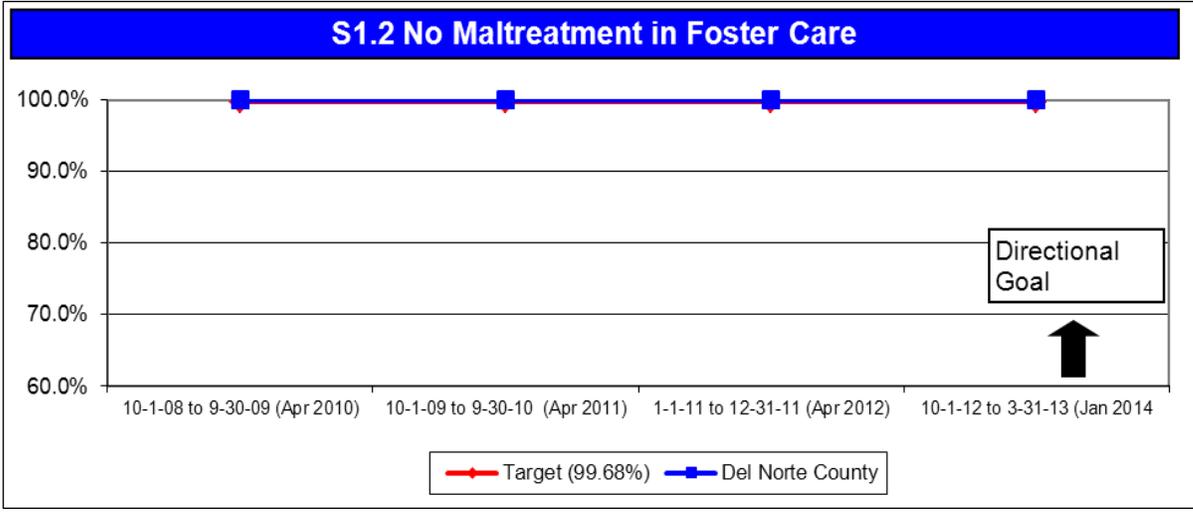
CWS has policies and practices that positively impact this measure. For instance, CWS is committed to engaging families voluntarily to avoid court involvement; effective collaboration between community agencies; and CAPIT/CBCAP/PSSF funds "Incredible Years" and "Baby Steps". Incredible Years is the parent education program that is supported by the county. Baby Steps is a program for pregnant and parenting teens. Stakeholders agreed that collaboration was well established among public agencies and between public agencies and providers.

The overall goal is to decrease recurrence of maltreatment by continuing with prevention activities, collaborations with community agencies, ongoing training for staff and by developing supportive plans for clients whenever possible through the use of community services and natural supports.

S1.2 No Maltreatment in Foster Care-Federal Standard \geq 99.68%

Measure: Of all the children served in foster care during a specified year, what percent were not victims of substantiated maltreatment allegation by a foster parent or facility while in out-of-home care?

Methodology: The County is assigned in this analysis using the county specific code from the assignment table that is active at the beginning of the specified time period.



Trend Comparison:

The trend between April 2010 and January 2014 for this measure continues to show that 100% of the children in out-of home care **were not victims of maltreatment** by a foster parent or facility staff member, which is above the federal standard of 99.7%. Of the 142 children in this cohort, 61% were Caucasian, 24% were Native American, 12% were Latino and 1% were Black.

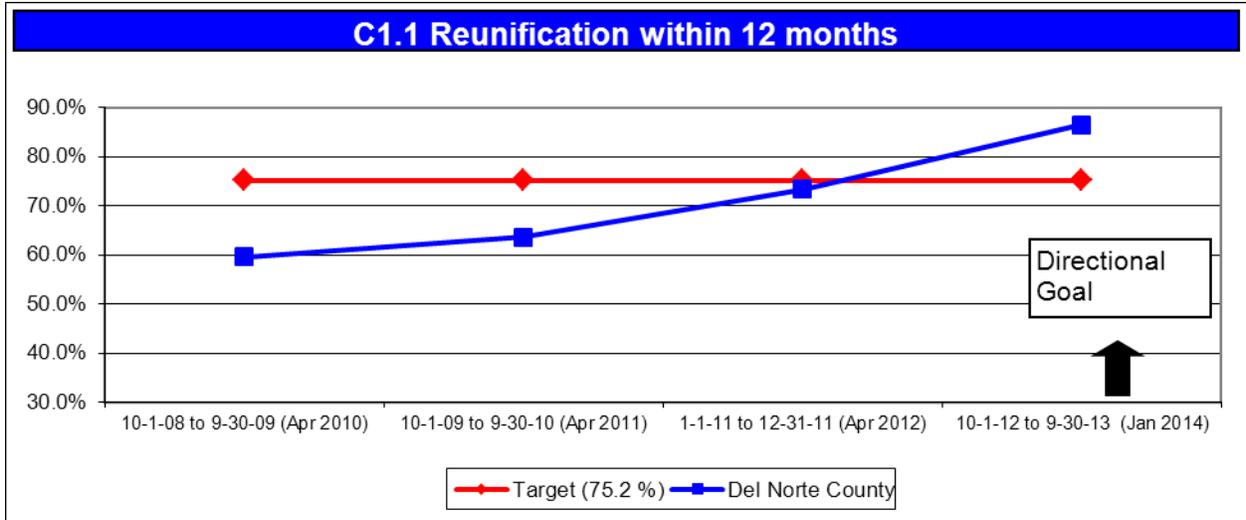
Analysis

This measure has an important external factor that assists in its success; the DHHS, Social Services Branch, has an MOU with the State that allows the agency to license Foster Family Homes for the county. Having a local contact allows for better communication between placement workers, foster parents, and licensing workers, which can prevent maltreatment in foster homes. Additionally, cross training between CWS and licensing is easily accomplished as both fall under the SSB. CWS and Probation will continue their relationship with the licensing unit and foster parents to ensure the positive trend of “no maltreatment in foster care”.

C1.1 Reunification Within 12 Months (exit cohort) Federal Standard ≥ 75.2%

Measure: Of the number of children that exited foster care in a specific year, what percentage of children were discharged to reunification within 12 months of latest removal?

Methodology: The 12 month cutoff to reunification is based on the latest date of removal from the home with children in care for less than 8 days excluded. Children with a current placement of “trial home” visit could be included if the visit lasted longer than 30 days. Discharged to reunification is defined as an “exit from foster care to parent or primary caretaker.” If a child is discharged to reunification more than once during the specified year, the latest date is considered.



Trend Comparison:

Del Norte County’s trend for children exiting foster care to reunification within 12 months of their latest removal, increased between April 2010 to January 2014. In January 2014, 86.4%, or 19 out of 22, of the children were reunified with a parent or guardian, when they left foster care. The county surpassed the federal standard in the last time period. There was no significant difference between ethnic groups in this measure.

Analysis:

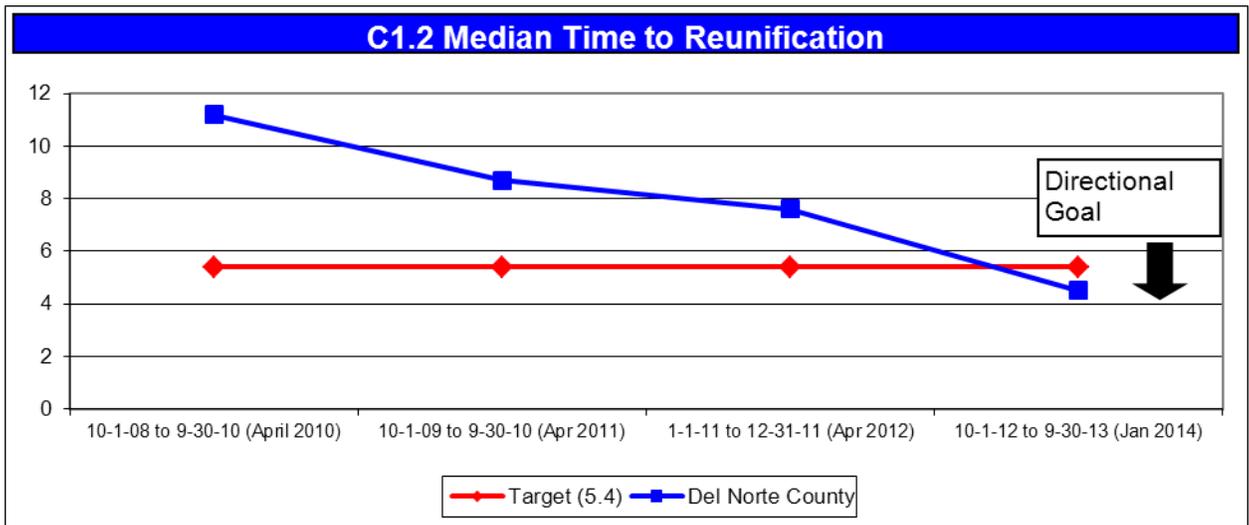
CWS implemented SOP in both the ER unit and the court unit following the last CSA. Implementation was followed by ongoing training and coaching support for staff. This program is redefining the practice in CWS and having positive impact in many areas, including reunification. Another policy that benefits reunification is the current visitation policy. The visitation policy has a graduated plan, from most restrictive (supervised) to least restrictive environment (unsupervised) for visits. Having a structured visitation plan assists the parents by gaining more responsibility gradually so that reunification process is more successful. Peer reviewers noted that the use of social service aides to facilitate visits by providing transportation had made a significant impact on the engagement of parents in services as well. In addition to these policies, CWS continues to use Structured Decision Making tools to help with accurate evaluations of preparedness for reunification with their children and families. SOP and SDM are several strategies used in

previous SIP, for outcome improvement on this measure and will be used again in the next SIP.

C1.2 Median Time to Reunification (exit cohort)-Federal Standard ≤ 5.4 months

Measure: 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?

Methodology: This measure computes the average length of stay in foster care for children, at point of discharge.



Trend Comparison:

Del Norte County had a decreasing trend in median length of stay in foster care from April 2010 and surpassed the federal standard in January 2014. There was no significant difference in ethnicity.

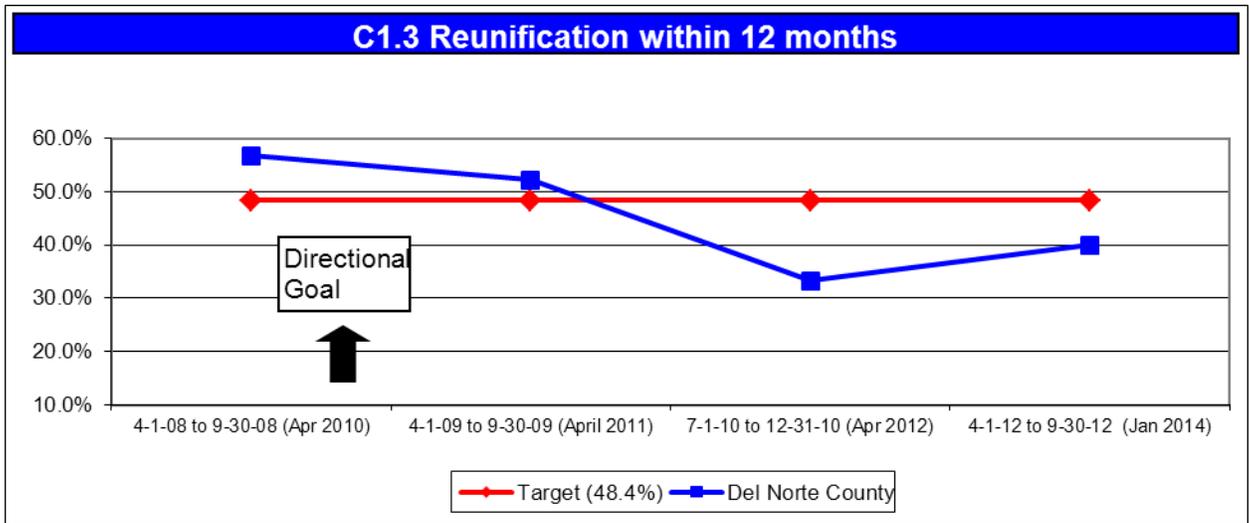
Analysis:

Similar to the previous measure, the consistent use of SDM, SOP, and adherence to the visitation policy has all contributed to the decrease in the median stay in foster care from the last CSA.

C1.3: Reunification within 12 Months (entry cohort) Federal Standard \geq 48.4%

Measure: 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.

Methodology: The 12 month cutoff to reunification is based on the first date of removal from the home. Children in care for less than 8 days are excluded in this measure. Children with a current placement of “trial home” visit could be included if the visit lasted longer than 30 days. Discharged to reunification is defined as an “exit from foster care to a parent or primary caretaker”.



Trend Comparison:

Del Norte County experienced a decrease of children discharged from foster care for the first time in a specified 6 month time period, to reunification in less than 12 months from the date of the removal, between April 2010 and January 2014. Although the trend continues to be below the federal standard, the most recent data, January 2014, shows the data is moving in the right direction. No significant differences or disproportionality in ethnicity in this measure.

Analysis

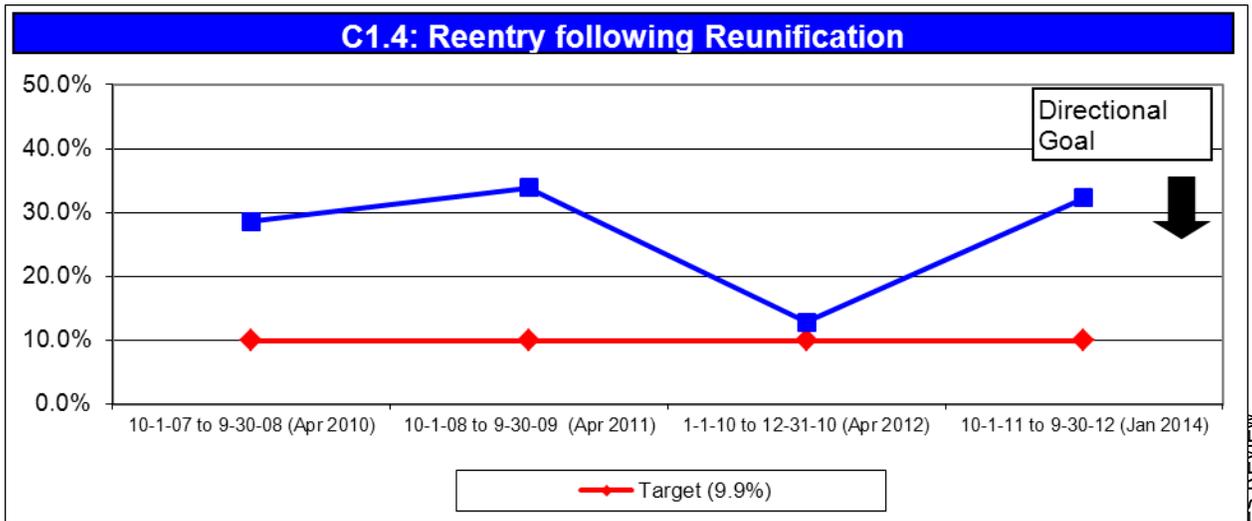
This measure can be affected by external factors such as federally mandated timeframes that are not realistic to problems that families are facing. (E.g. substance abuse issues,

generational neglect, chronic unemployment, and mental health issues) Another factor potentially impacting this measure are Court continuances which adds time to length of stay in foster care and can effect reunification. It should be noted that if 2 more children had been reunified in less than 12 months from removal, in the most recent time period, the standard for this measure would have been surpassed. This is important to note because although the measure was not met, it is the result of a very small number of cases. Another barrier noted by peers was inadequate substance abuse services.

C1.4: Reentry following Reunification (exit cohort)-Federal Standard ≤ 9.9%

Measure: 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?

Methodology: This measure computes the percentage of children reentering foster care within 12 months of a reunification. If the child is discharged to reunification more than once during the specified year, the first discharge is considered.



Trend Comparison:

The trend from April 2010 to January 2014 shows that Del Norte County was unable to meet the federal standard for this measure. In January 2014, the rate for children that reentered foster care in less than 12 months after reunification was 32.3% or 10 out of 31 children. Upon review of the ethnicity breakdown for this measure, only Caucasian and Latino children re-entered foster care in January 2014.

Analysis

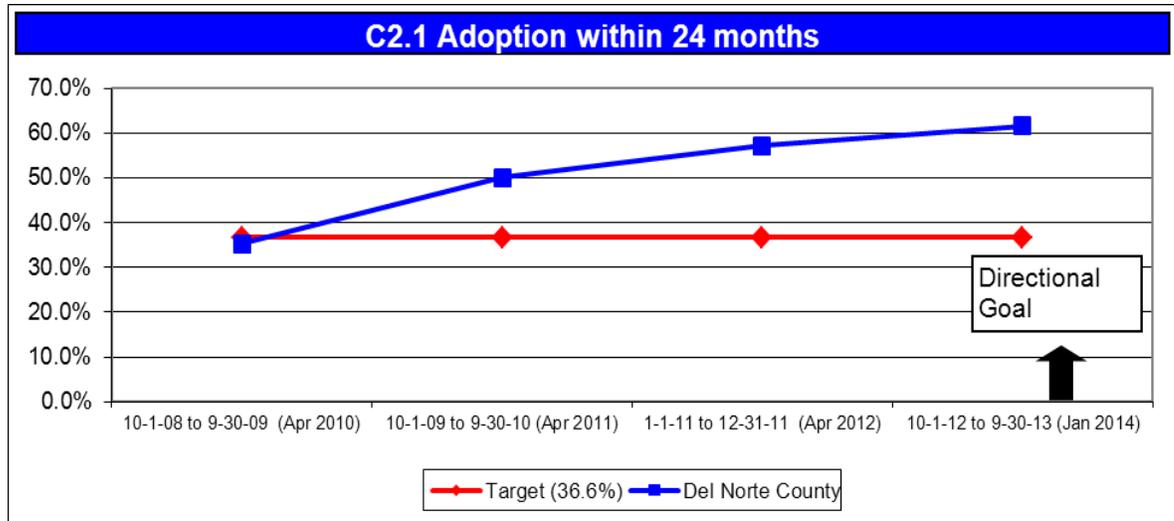
CWS reviewed data trends when selecting a focus area for the peer review; re-entry was chosen due to the persistent negative outcome in this measure. Upon choosing the time period of 1-12 to 12-12 for the peer review, CWS took a closer look at the 12 children that re-entered foster care during that time period. CWS found that there were 3 children who had been removed and then had a placement end date within 2 to 5 days later. This could potentially be a data entry issue as they do not meet the definition for inclusion in this cohort. In the same data, it was found that 5 children had been reunified within 4 months of removal date. This may be a best practice discussion amongst CWS staff, to determine if the higher re-entry rate for those families was due to the children returning home prior to 6 months in care. There are also external factors that can affect this measure such as the high unemployment and poverty rates in Del Norte County. The reentry outcome is seen as negatively related to an increased rate of reunification. The ethnic breakdown of those children reentering in January 2014 does not appear to be anything significant to the outcome of the measure. It should be noted that if 7 fewer children had NOT reentered foster care, Del Norte County would have surpassed the federal standard during January 2014. CWS will continue to work on improving this measure.

Both peer reviewers and stakeholder stressed the importance of aftercare services to support families during the critical months following reunification, when support services and regular reporting cease. Both agreed that reentry would be reduced by policies and allocation of resources that supported ongoing family support services.

C2.1 Adoption within 24 months (exit cohort)-Federal Standard \geq 36.6%

Measure: Of the children who exited foster care into adoption within a specific year, what percentage of children were adopted within 24 months of initial removal from the home?

Methodology: The 24 month cutoff to adoption is based on the latest date of removal from the home. Only placement episodes ending in adoption are included.



Trend Comparison: Del Norte County's trend in this measure consistently surpassed the federal standard of 36.6% from April 2010 to January 2014. There were only three ethnic groups involved in this measure. 7 out of 11 (63%) of Caucasian children, 1 out of 1 (100%) of Black children, 1 out of 2 (50%) of Native American children were adopted in less than 24 months.

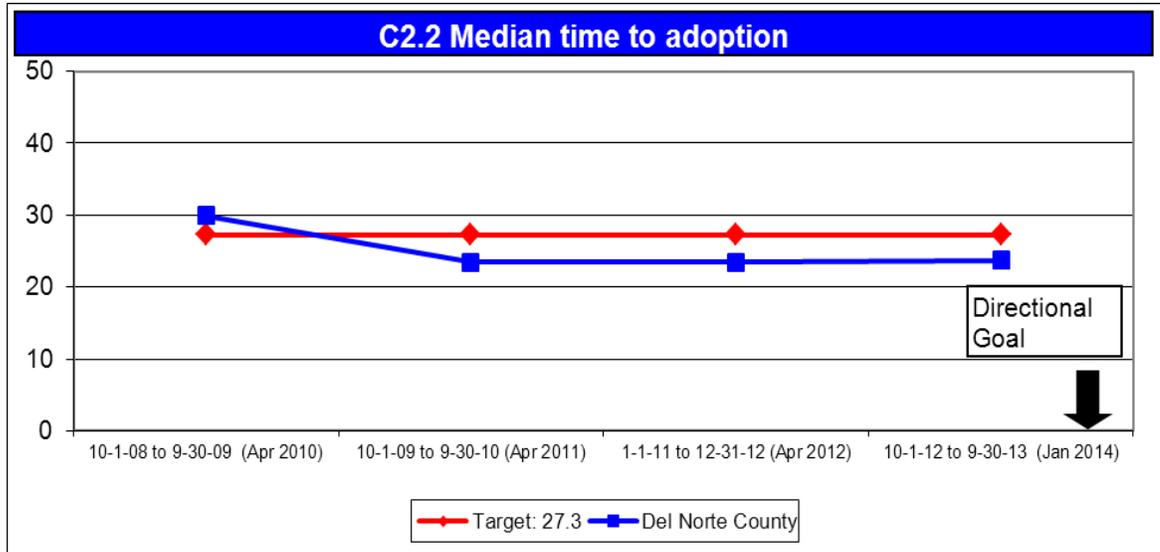
Analysis

The primary external factor impacting Del Norte County adoptions is that CWS does not have their own adoptions unit. CWS relies on the district office of State Adoptions for adoption case management and support. In order to assist in positive outcomes, there are regular meetings between State Adoptions and CWS to staff appropriate cases for referral, both agencies are trying to shorten the timeframe for paternity declaration, and for CWS to place children with concurrent relatives or NREFM's as early as possible. Dina Dinosaur, a PSSF program, is recommended for foster children in the adoptive process in conjunction with Incredible Years for the care provider in an effort to stabilize and support the parent/child relationship.

C2.2 Median time to Adoption (exit cohort)-Federal Standard ≤ 27.3 months

Measure: Of all children discharged from foster care to a finalized adoption during a specific year, what was the median length of stay in foster care?

Methodology: Length of stay is calculated as the date of discharge from foster care minus the latest date of removal from the home. Only placement episodes ending in adoption are included.



Trend Comparison: Between April 2010 and January 2014, Del Norte County’s trend for median time of stay in foster care prior to being adopted, exceeded the federal standard.

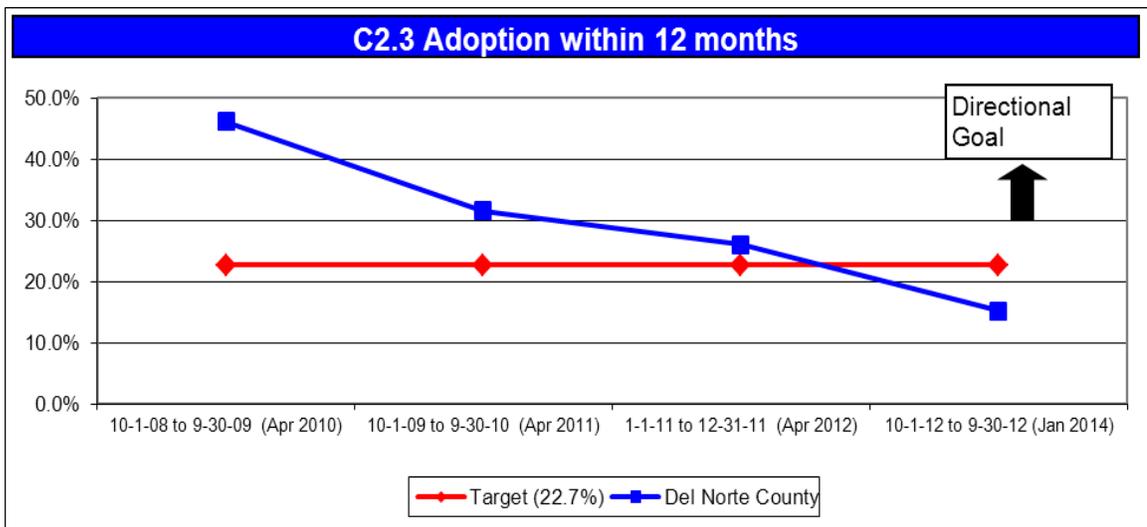
Analysis

CWS and State Adoptions continue to work on these cases so that the children are adopted within a reasonable time frame should the children not be reunified with their parents/guardians. There was no significant difference in regards to the ethnicity of the children in this measure.

C2.3 Adoption within 12 months (17 months in care)-Federal Standard ≥ 22.7%

Measure: 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?

Methodology: All children in foster care for 17 continuous months during a specific year are part of the cohort except for those children who exited foster care during the year to be reunified with parents or caregiver.



Trend Comparison:

Del Norte County’s trend was negative for this outcome in April 2010 when data from 2008/2009 was reported. In January 2014, the federal standard was not met. 4 out of 20 (20%) of Caucasian children, 0 out of 3 (0%) of Black children, 1 out of 10 (10%) of Native American children were adopted within a specific year after being in care for 17 months or longer.

Analysis

When reviewing the trend line and actual numbers in this cohort, the outcome appears bleak. Therefore it should be noted that if 3 more children had been adopted by the end of the time period in January 2014’s data, CWS would have met the federal standard. CWS is aware that there are external factors that can affect this measure such as families who are reluctant to adopt older children, Tribes not supportive of adoption, or

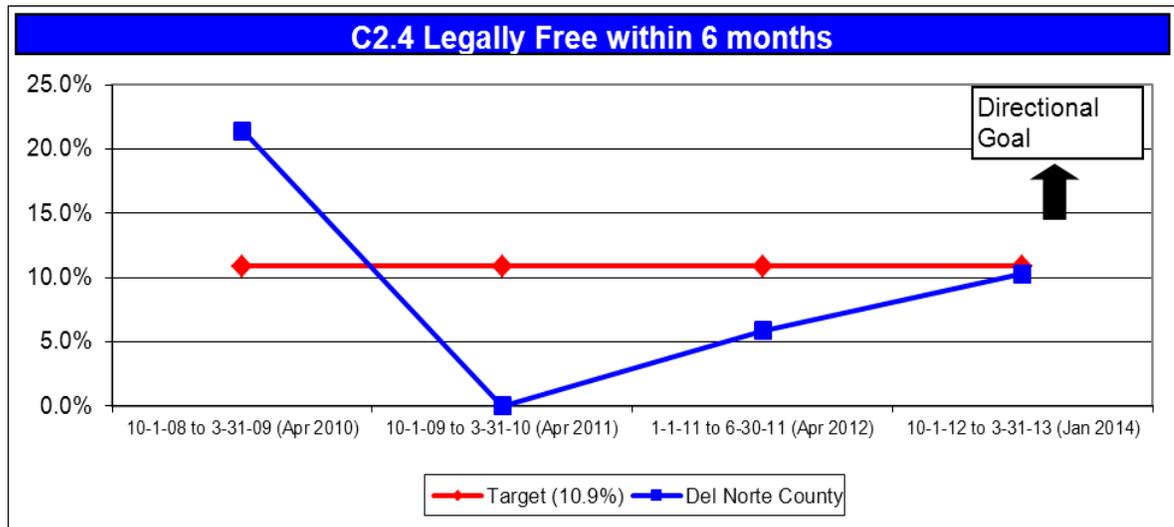
Court hearings and continuances that cause delays in adoption finalizations. CWS and State Adoptions continue to work together to attempt to improve this measure.

Peer reviewers for both Probation and CWS stressed the importance of identifying and reaching out to extended family members as a means of engaging more relatives in permanency planning.

C2.4 Legally Freed within 6 Months (17 months in care)- Federal Standard ≥ 10.9%

Measure: 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?

Methodology: All children who are legally freed are counted in this measure. A child is considered legally free for adoption if the parental rights of a child have been terminated for all parents with legal standing.



Trend Comparison: April 2011, 0% or 0 out of 14 children were adopted within the specified time period; whereas in January 2014, 10.3% or 3 out of 29 children were adopted, missing the standard by 1 person. In the cohort of 29 children, all three children adopted were Caucasian. This left 15 Caucasian children, 2 Latino children, and 9 Native American children who were not adopted.

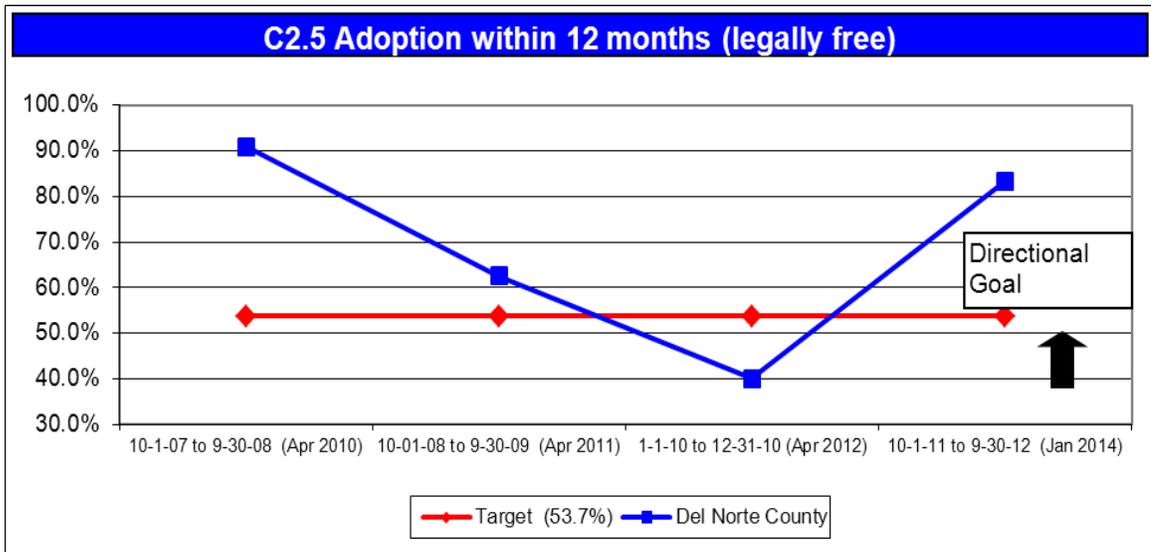
Analysis

The data in this measure can be easily misinterpreted due to the small number of children that can be counted in this measure. The measure does not show why the adoptions didn't take place. As with the previous measure, CWS and State Adoptions continue to work together to attempt to improve this measure.

C2.5 Adoption within 12 months (legally free)-Federal Standard ≥ 53.7%

Measure: Of the children in foster care that became legally free for adoption during a specific year, what percentage of children were then discharged to adoption during that year.

Methodology: This measure computes the percentage of children discharged from foster care to adoption within 12 months of turning legally free. A child is considered legally free for adoption if the parental rights of a child have been terminated for all parents with legal standing.



Trend Comparison:

Between April 2010 and January 2014, the county surpassed the standard, with the exception of data reported for April 2012. It is important to note that in January 2014 the total number of children that met the criteria for the data in this measure was 6 children. Out of the 6 children, 5 were Caucasian and 1 child was Latino.

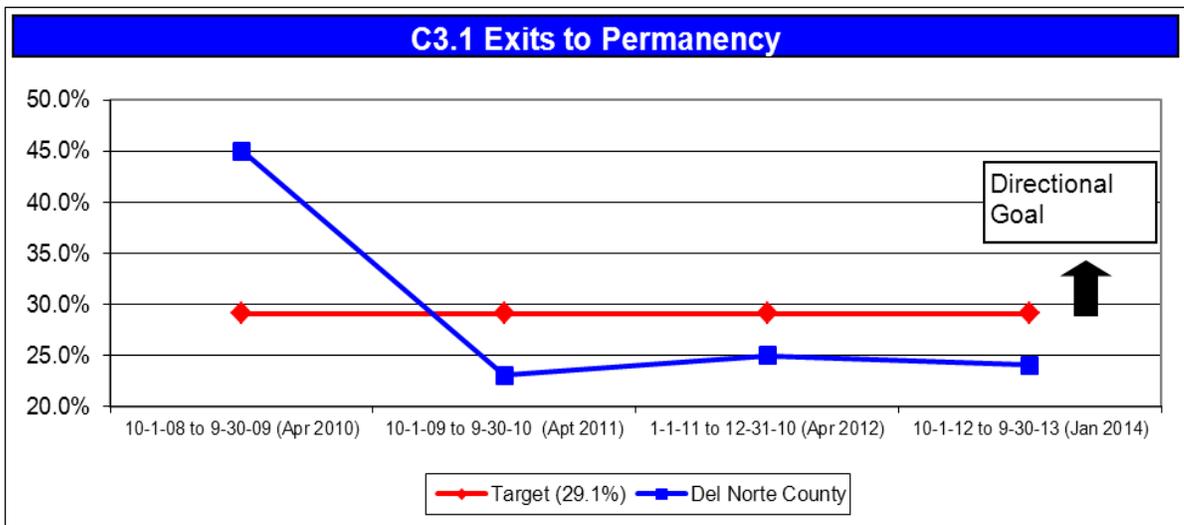
Analysis

Outcome measures for this standard appear erratic due to small number of children in the cohorts. The policies, practices and external factors are the same for this outcome as with C2.1 through C2.4.

C3.1 Exits to Permanency (24 months in care)-Federal Standard ≥ 29.1%

Measures: 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?

Methodology: All children in foster care for 24 months or longer, during the specific year, were counted in this measure, except for children who exited during the year and reentered care.



Trend Comparison:

Del Norte County has dropped below the federal standard in this measure. The trend shows that it has not been met over a period of a few years.

Analysis

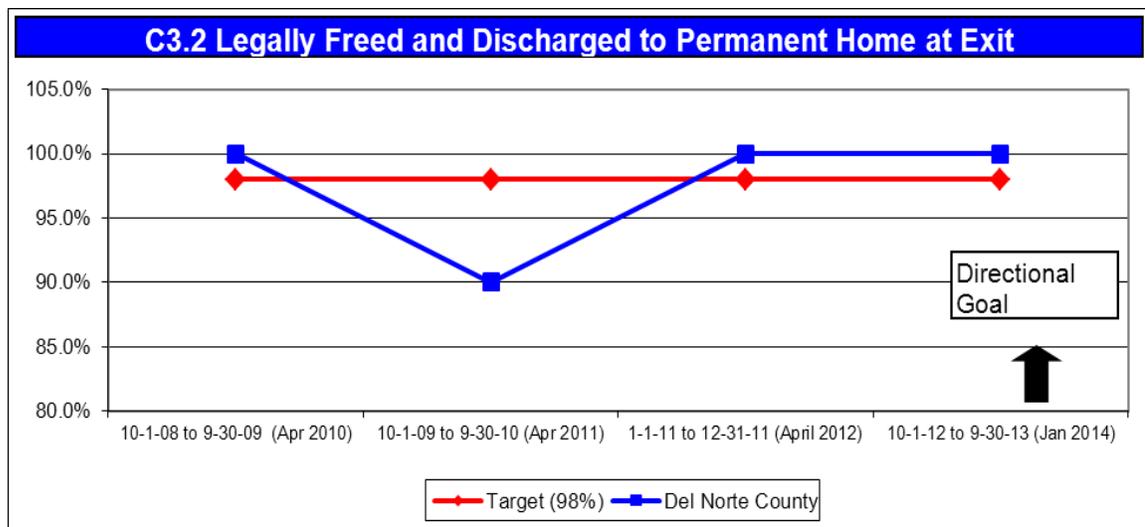
This can be a difficult outcome for CWS to meet because of the small numbers but also because children in care for longer than 24 months can often have severe behavioral and emotional needs, making permanency difficult. Additionally, older youth can resist CWS permanency recommendations and making their stay in foster care longer. A third factor impacting this measure is the disproportionate number of Native American placements in the cohort. This can be attributed to tribal preference for a planned

permanent living arrangement versus adoption. However, it is noteworthy that if 2 more children had been discharged to a permanent home during the last time period, CWS would have met the standard in January 2014.

C3.2 Exits to Permanency (Legally free at Exit)-Federal Standard ≥ 98%

Measure: Of the number of children in foster care during a specific year, what was the percentage of legally free children who were discharged to a permanent home prior to turning 18?

Methodology: This measure includes children who have a discharge date that is prior to their 18th birthday and the reason for discharge included reunification with a guardian or discharge to adoption.



Trend Comparison:

In April 2011, Del Norte County's rate of legally free children discharged to a permanent home was below the federal standard of 98%. However, between October April 2011 and January 2014, Del Norte County's trend increased and maintained at 100%. There were 2 Native American, 8 Caucasian, and 1 Black youth in this cohort.

Analysis

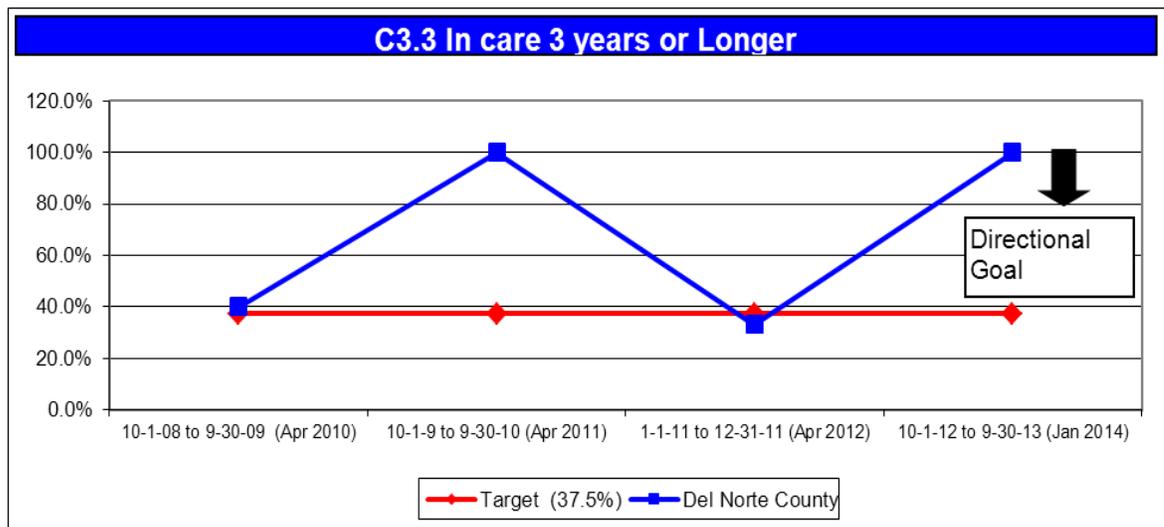
There were a total of 11 children that fit in this cohort and all 11 exited to permanency before age 18. CWS attributes this positive outcome to SOP, increased placements with

relatives, tribe specified homes, and NREFM homes. Increasing the use of family search and engagement techniques was recommended by peer reviewers as tools that are underused in CWS and Probation. Peer reviewers also acknowledged that this process is time intensive and until recently staff turnover in CWS may have directly impacted capacity to utilize these strategies to locate and engage relatives and extended family members who might be willing to provide a permanent home for youth in care.

C3.3 In Care 3 years or longer (emancipated or age 18 in care)-Federal Standard ≤ 37.5%

Measure: 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?

Methodology: During a specific year time period, all children who turned 18 or who emancipated are counted in this measure.



Trend Comparison: Maintaining this measure is extremely difficult due to the small number of youth that fit in each cohort. The measure did not meet the federal standard in January 2014.

Analysis

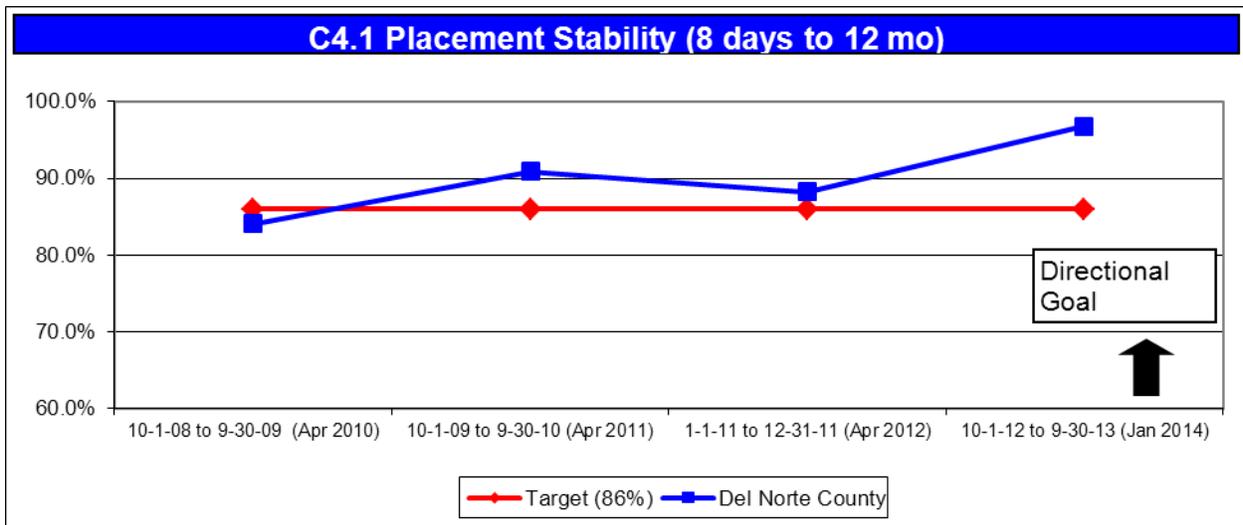
In April 2011, 100% (1 out of 1) youth in the cohort had been in care longer than 3 years. A year later CWS surpassed the standard because 33% (2 out of 6) children had

been in care for 3 or more years. However, in January 2014, CWS went back to 100% (2 out of 2) children in the cohort in care longer than 3 years. In these 4 quarters of data, the largest cohort was 6 youth. It is exceedingly difficult to create strategies to stabilize this outcome due to the highly specific nature of the variables impacting this outcome. CWS will continue to seek permanency for this cohort in the timeliest way possible.

C4.1 Placement stability (8 days to 12 months in care)-Federal Standard 86%

Measure: Of the children in foster care during a specific year, what percent had two or fewer placement settings?

Methodology: All children in care between 8 days and 12 months are counted in this measure. Age is calculated at the beginning of the specified time period.



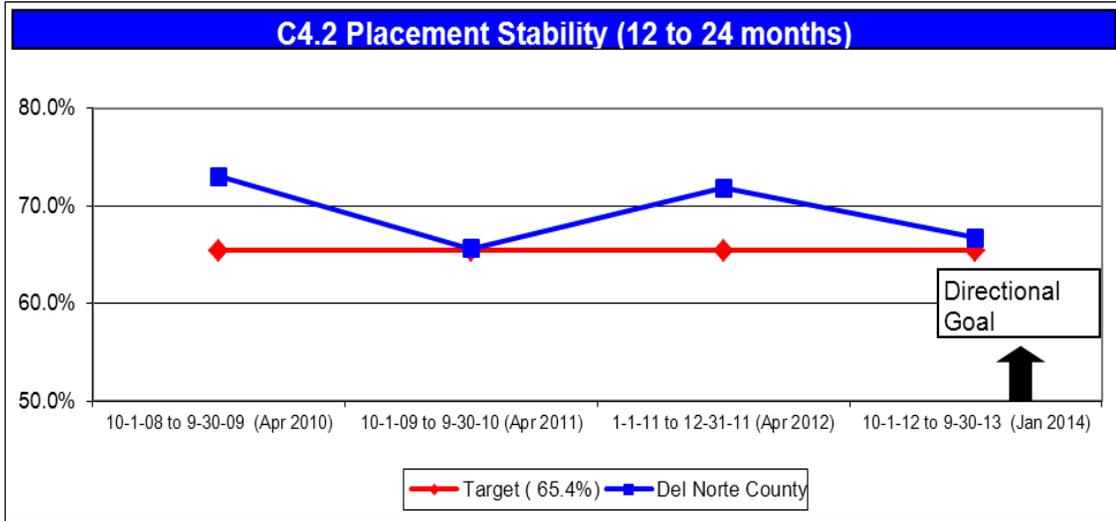
Trend Comparison: Between April 2010 and January 2014, Del Norte County's trend for children in care 8 days to 12 months, with 2 or fewer placement changes, remained above the federal standard of 86%.

Analysis of C4.1 will be combined with C4.2 and C4.3

C4.2 Placement Stability (12 to 24 months)-Federal Standard \geq 65.4%

Measure: Of the children in foster care during a specific year, which had been in foster care between 12 and 24 months, what percent had two or fewer placement settings?

Methodology: All children in care between a specific 12 to 24 month time period were included in this measure. Age is calculated at the beginning of the specified time period.



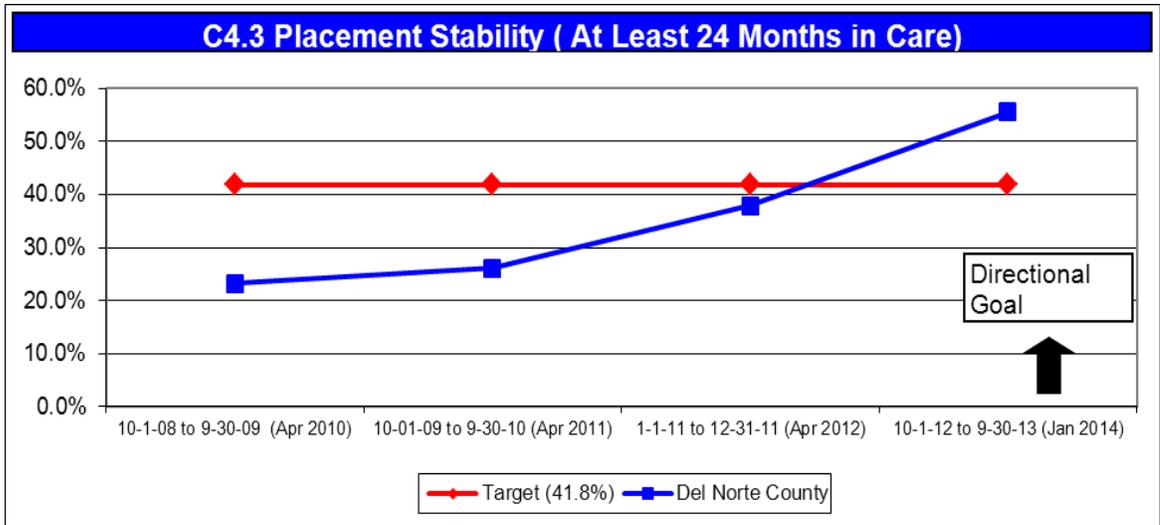
Trend Comparison: Del Norte County consistently exceeded the federal standard of 65.4% in this measure with the exception of April 2010.

Analysis of C4.2 will be combined with C4.1 and C4.3

C4.3 Placement Stability (At Least 24 Months in Care)-Federal Standard \geq 41.8%

Measure: 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?

Methodology: All children in care for 24 month or longer during a specific 12-month time period were counted in this measure. Age is calculated at the beginning of the specified time period.



Trend Comparison:

Del Norte County’s CWS performance on this measure between April 2010 and January 2014 shows a positive trend over time. As of January 2014, the county surpassed the federal standard.

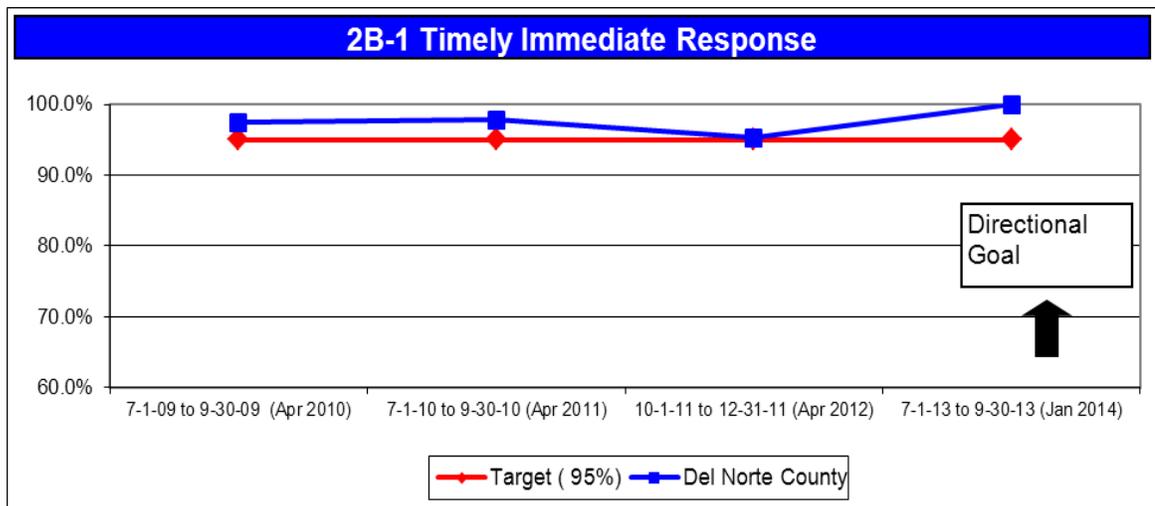
Analysis C4.1, C4.2 and C4.3

CWS met standards in all three outcome measures for placement stability. Placement stability is a priority in CWS practices and social workers attempt to place with relatives, tribe specified homes, or NREFM whenever possible. In order to achieve stability, research shows best practice to be placement with a familiar caregiver. CWS also gives Specialized Care Rates to children/youth with special behavior or medical needs in order to help the caregivers meet the needs of the child.

2B-1 Timely Immediate Response-State Standard ≥ 95%

Measure: Of the referrals received during a specific period of time requiring an immediate response, what percentage of referrals were responded to timely?

Methodology: For this measure, in order for a referral which has been assigned as an immediate response to be investigated timely, documentation of the visit or attempted visit must occur within 24 hours of receipt of referral.



Trend Comparison:

From April 2010 to January 2014, Del Norte County's CWS trend for this measure consistently shows a higher rate for timely responses to "immediate" referrals than the required state standard of 95%.

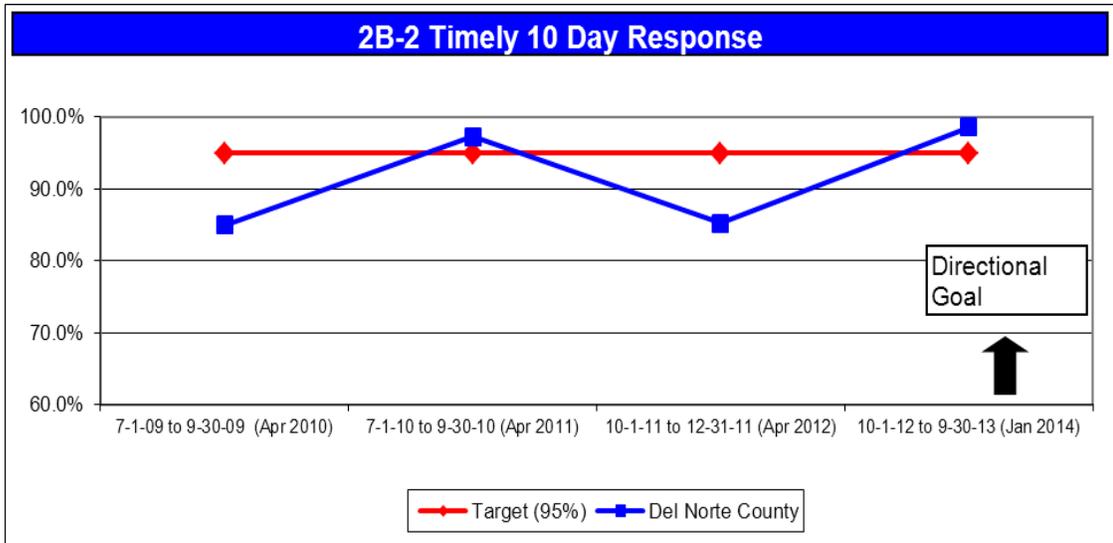
Analysis

It is the practice of CWS to consider immediate responses a priority in the ER unit. It is policy that if a social worker is not available, the unit's supervisor will complete the referral. The community is the most influential external factor this measure. CWS cannot control the rate of referrals received, but some months there are many more referrals than others. That is when the unit must work together even more to maintain compliance. The ER unit continues to use Structured Decision Making tools to help determine appropriate response priority. And Safe Measures is used by the social workers and supervisors to monitor on-going progress for timely disposition. There was no significant difference in the ethnicity of the children in this outcome.

2B-2 Timely 10 Day Response-State Standard \geq 95%

Measure: Of the referrals received requiring a 10 day response during a specific period of time, what percentage was responded to timely?

Methodology: For this measure, in order for a referral which has been assigned as a 10 day response to be investigated timely, documentation of the visit or attempted visit must occur within 10 days of receipt of referral.



Trend Comparison:

Del Norte County continues to fluctuate in this measure. In the most recent data, January 2014, the County surpassed the state standard of 90%.

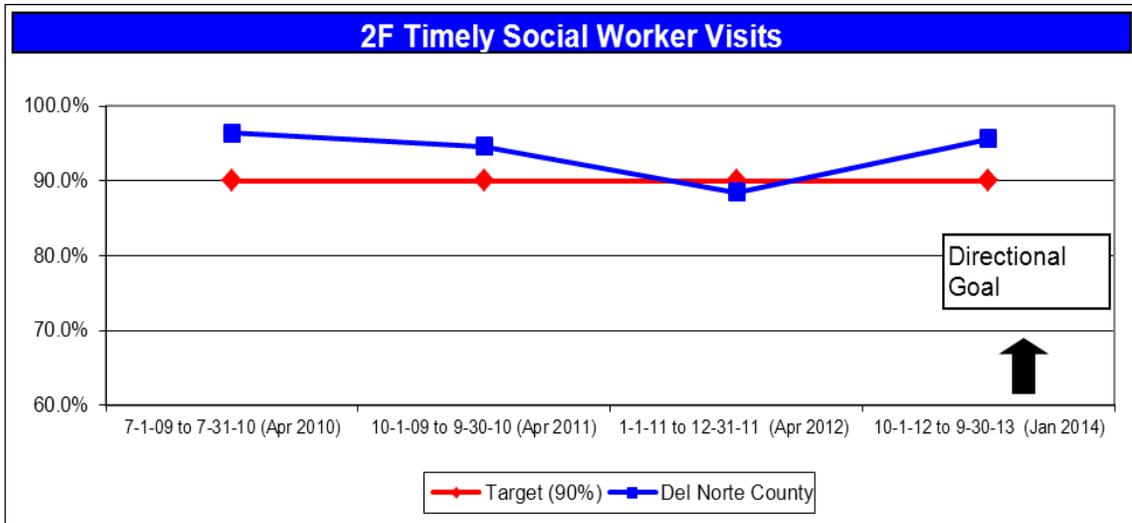
Analysis

CWS strives to comply with 10 day requirements whenever possible. However, immediate response referrals are the priority and occasionally 10 day referrals will be investigated late because of this priority. Data entry mistakes have occasionally resulted in inaccurate results, indicating that workers were late on an investigation, when in fact it was timely. This measure is monitored and when issues are discovered, the supervisor immediately works with staff to correct the data entry issues. Peer reviewers noted the impact of high caseloads and staff turnover on basic social work tasks such as responding within 10 days, and strongly recommended that current efforts be reinforced and that a proposal to increase salaries be considered.

2F Timely Social Worker Visits with Child-State Standard ≥ 90%

Measure: Of the children requiring a caseworker contact during a specified month, what percentage of children received the contact in a timely manner?

Methodology: This report considers each month separately, but summarizes this data for a 12 month period. It calculates the percentage of children in placement who were visited by caseworkers.



Trend Comparison: Except for a small dip in April 2012, the trend between April 2010 and January 2014 shows the CWS operating above the state standard of 90% in this measure. Each ethnic group had a higher than 90% visit rate for the last time period.

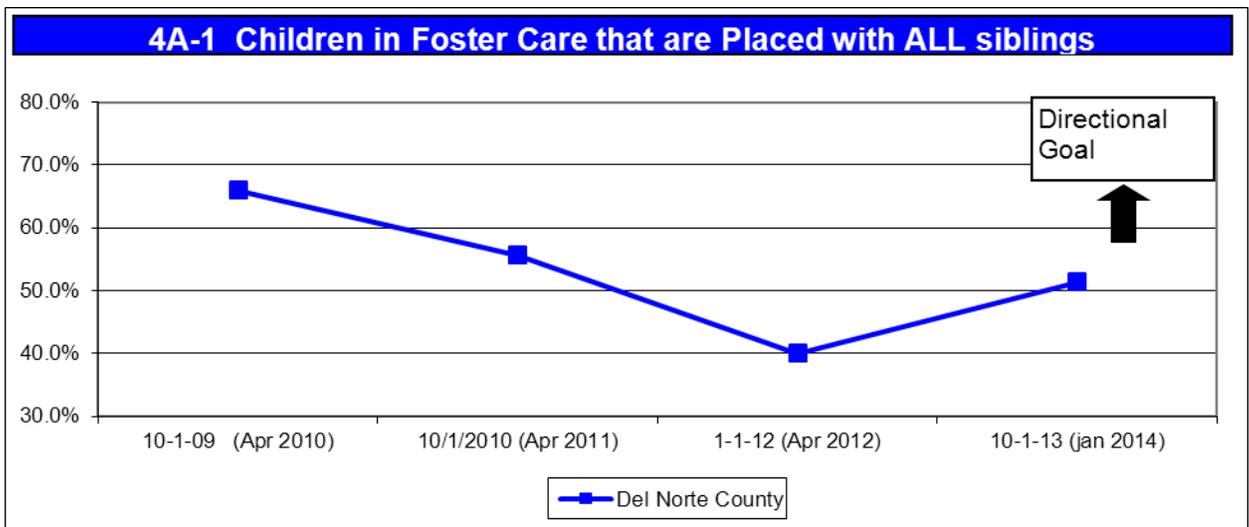
Analysis

Timely visits is a priority for CWS, the expectation is that monthly visits will occur for each child. Since CWS adopted this priority social workers have performed above the standard. It is the policy that staff collaborates with one another requesting assistance if it appears that a visit could be missed. Supervisors monitor this measure with SM on a weekly basis to determine social worker compliance. The staff analyst also reviews this measure once a month. External factors can impact this measure, such as social workers having to make visits when foster parents or relatives are available. A culture of establishing and maintaining strong relations with families by the social workers was recognized as a positive strategy by stakeholders as well as peers during the peer review.

4A-1 Children in foster care that are placed with all siblings

Measure: Of the children placed in care during a specific “point in time”, what percentage of children were placed with all of their siblings? (There is no federal or state standard at this time for this measure)

Methodology: This measure reports on a “point of time” instead of a period of time. Sibling groups are identified at the County level, not the state level. A sibling group size of “one” is used to signify a single child with no known siblings. When children are not in an active out of home placement, the last known placement home is used to determine whether siblings were placed together.



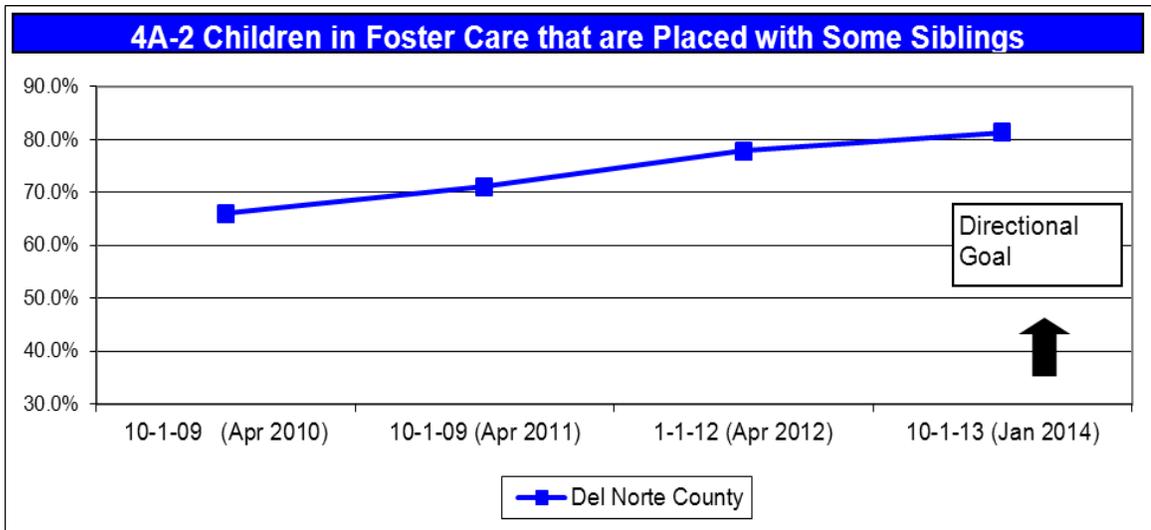
Trend Comparison:

Del Norte County’s trend has shown a decrease over time, however, as of January 2014, CWS is improving in this measure.

4A-2 Children in Foster Care that are Placed with Some Siblings

Measure: Of the children placed in care during a specific “point in time”, what percentage of the children were placed with some of their siblings? (There is no federal or state standard at this time for this measure)

Methodology: This measure reports on a “point of time” instead of a period of time. Sibling groups are identified at the County level, not the state level. A sibling group size of “one” is used to signify a single child with no known siblings. When children are not in an active out of home placement, the last known placement home is used to determine whether siblings were placed together.



Trend Comparison:

There is no federal or state standard at this time for this measure. The overall trend shows that there is a steady increase in the County for placing children with “some” siblings since April 2010.

Analysis for 4A-1 and 4A-2

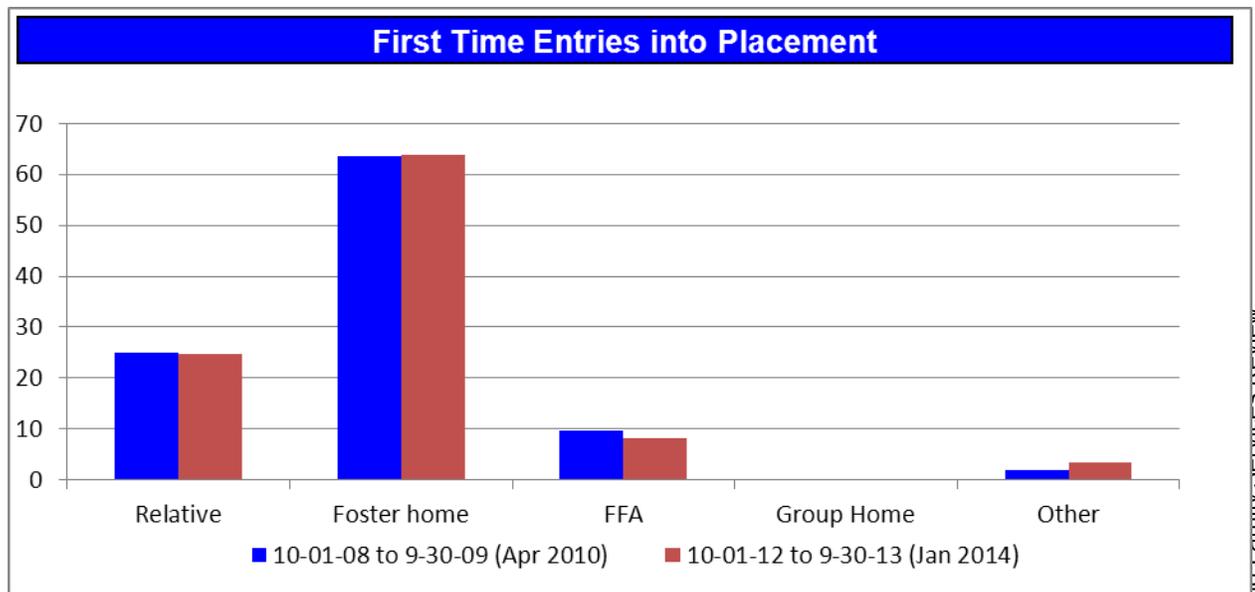
CWS attempts to place children with their siblings whenever possible. Decreases in number of “all siblings” placed together occur when CWS must place children from large families. It is common to have families with three or four children who enter foster care. Most of the local caregivers are unable to house more than two or three children. Therefore it is common practice to try to place children with at least one sibling if all siblings cannot be placed together. This is why there has been a steady increase in 4A-

2. The top three ethnicities that had sibling groups needing placement in January 2014 were Caucasian, Native American, and Latino. CWS will continue its efforts to place sibling groups together. Recruitment and retention of foster homes is crucial for more sibling groups to be placed together in out-of-home care. Recruiting and training more local foster parents to increase the number of foster homes was identified as a priority for improving all reunification outcomes for CWS. During the case review, peers recognized that the small number of local placements directly impacted the capacity of both CWS and probation to engage parents, help youth prepare for transition home or to adulthood, and to work through issues in their home life that may directly impact their mental health and substance abuse.

4B Least Restrictive Placement

Measure: Of the children placed in foster care during a “point in time”, what percentage of children were placed in least restrictive environment.

Methodology: Level of restrictiveness of a foster placement reflects the extent to which the placement provides and supports normalized daily living activities for the foster youth.

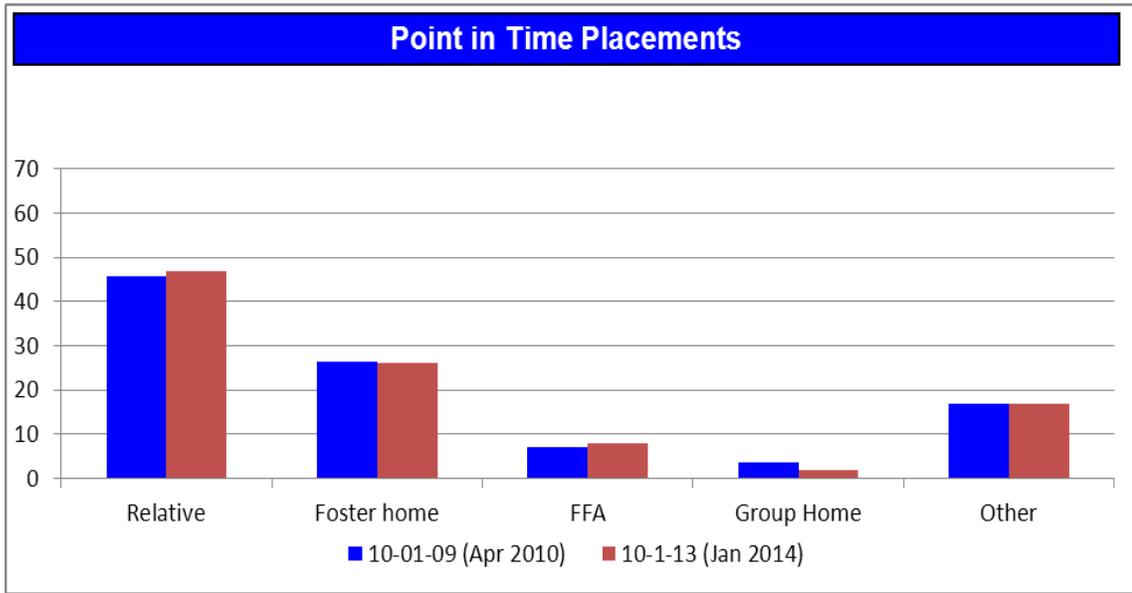


Trend Comparison:

First Time entries into placement in April 2010 are very similar to those in January 2014.

Analysis:

The data suggests that CWS is still placing more foster children in licensed homes when entering CWS instead of with relatives. This should be reviewed by staff. CWS should develop strategies to increase the number of relatives used as first time placements in order to improve least restrictive placement numbers.



Trend Comparison:

Point in time placements in April 2010 are very similar to those in January 2014.

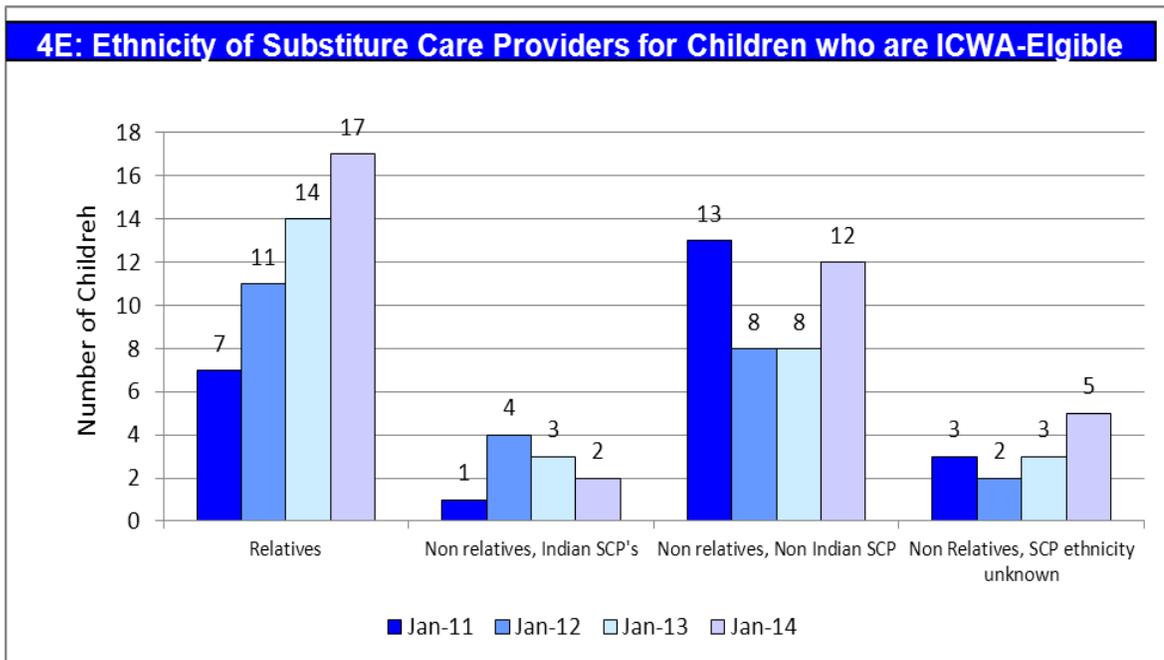
Analysis

When reviewing the data, it suggests that over time, CWS places children with relatives as a least restrictive type of placement. CWS staff are trained in levels of placement restriction and the importance of placing children in the least restrictive placement whenever possible. CWS has the ability to give an emergency approval to a relative, non-related extended family member, or tribe specified home. This ability has increased the number of children initially placed in the least restrictive placement.

4E ICWA Eligible Placement Status

Measure: Of the children whom are ICWA eligible, during a “point in time” in placement, how many children were placed with relatives, non-relative American Indian substitute care providers (SCP’s), non-relative and non-American Indian SCP’s, and group homes.

Methodology: Placement status takes placement type, child relationship to substitute care provider and substitute care provider ethnicity into account.



Trend Comparison:

There is no federal or state standard for this outcome. In January 2011, only 33% of children who were ICWA-Eligible were placed with relatives or SCP’s with Native American ethnicity. However, in January 2014, 53% of ICWA eligible children were placed with relatives or SCP’s with Native American ethnicity.

Analysis

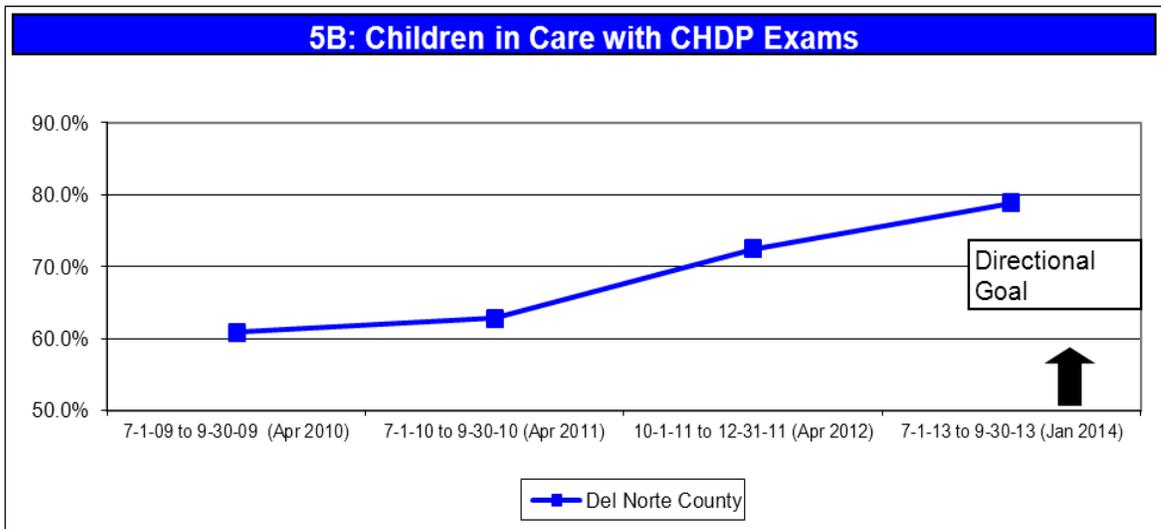
CWS continues to work with local tribes in order to place Native American/ICWA eligible children in Indian homes or a relative. There are policies in place to allow the process for tribe specified homes to be very streamlined and relatively simple to accomplish. The largest external factor that influences the number of ICWA eligible children placed in

homes with similar ethnicity is the limited number of available ICWA eligible homes in our community. CWS and Probation have both made strides to reach out and improve communication with tribes over recent years according to stakeholders and collaboration occurs regularly in working on resources for families with local tribal connections.

5B-1 Children in Care with CHDP exams

Measure: Of the children in foster care during a specific time period, what percent has received a timely CHDP exam?

Methodology: Children in open out-of-home placements in Del Norte County are counted in this measure. Children that are excluded are children in placement for less than 31 days, children residing outside of California and non-child welfare placements.



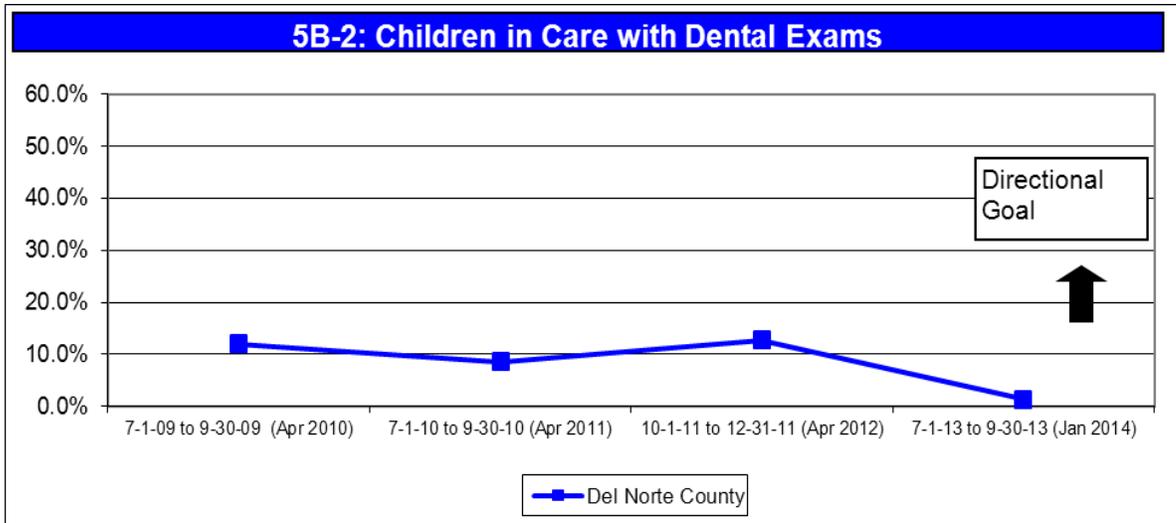
Trend Comparison:

There is currently no state or federal standard for this measure. Del Norte County’s trend is showing an increase in percentage of CHDP exams being completed.

5B-2 Children in Care with Dental Exams

Measure: Of the children in foster care during a specific time period, what percentage of the children has received a dental exam?

Methodology: All children in out-of-home placements in Del Norte County are counted in this measure. Children that are excluded are children in placement for less than 31 days, children residing outside of California, and non-child welfare placements.



Trend Comparison:

There is no federal or state standard for this measure. The data suggests that fewer exams are being done each quarter since April 2010.

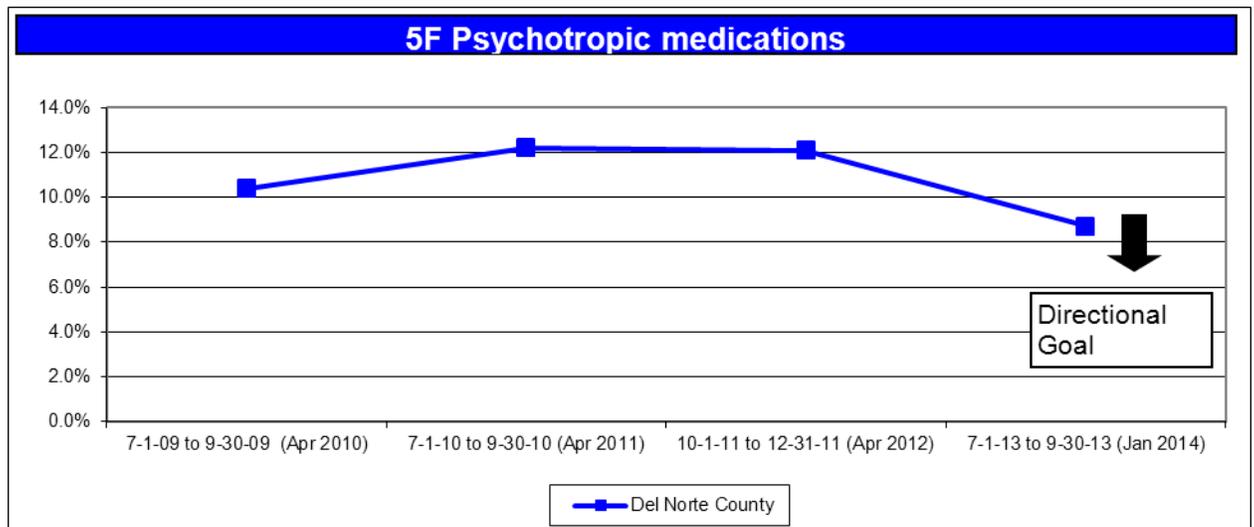
Analysis for 5B (1) and 5B (2)

Neither measure reflects the amount of care that is actually being provided. Social workers must receive the information and input the data in CWS/CMS in order to be calculated in the outcome measure. Unfortunately, this area of data entry often lags behind due to other pressing and time sensitive case related needs. CWS administration is aware that this is an issue and is looking at the possibility of adding a position dedicated to data entry for health and education information.

5F Authorization of Psychotropic Medications

Measure: Of the children in foster care during a specific time period, what percentage of children have a court order or parental consent that authorizes the child to receive psychotropic medication.

Methodology: All children under age 19 as of the last day of the quarter are counted in this measure, except for children that are non-child welfare placements, incoming ICPC placements, and non-dependent/legal guardians.



Trend Comparison:

There is no federal or state standard for this measure. CWS follows State protocols for children requiring psychotropic medications.

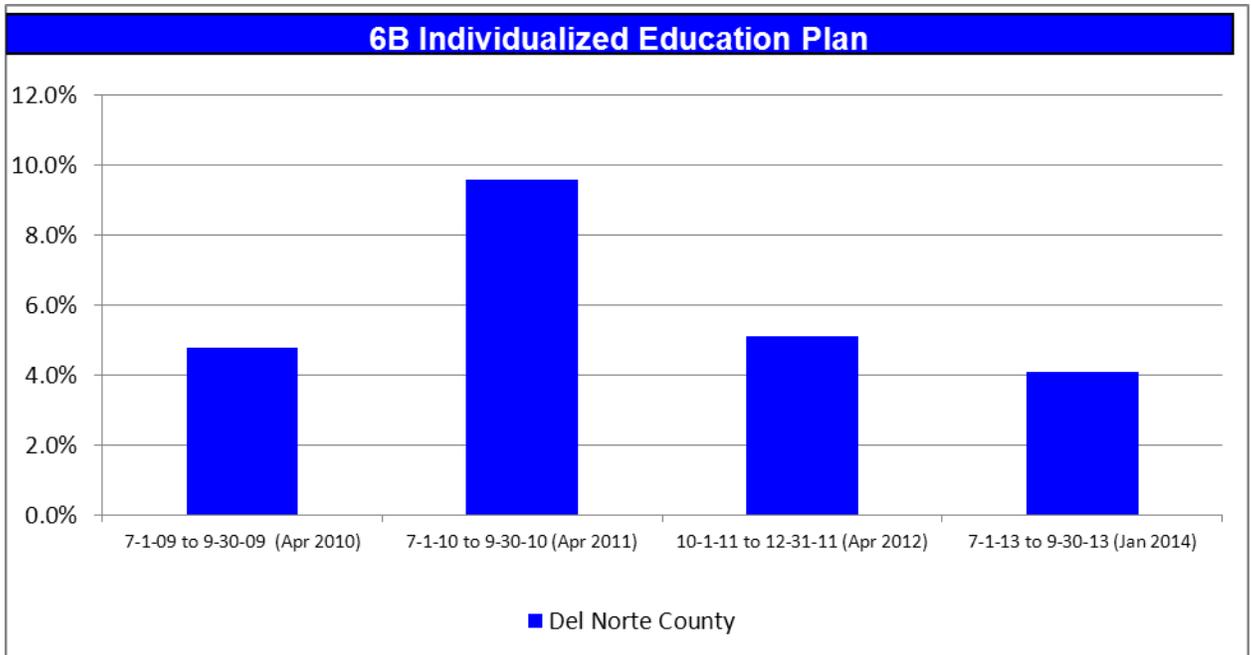
Analysis

CWS has a policy to follow psychotropic medication recommendations and orders. CWS continues to collaborate with mental health partners and the Court to request, maintain, and ask for medication changes if needed for the child. As of Jan 2014 data, there were only 9 children out of 103 receiving these medications. There did not appear to be anything significant when comparing ethnicity and the use of psychotropic medications.

6B Individual Education Plan (IEP)

Measure: this measure is a quarterly report of the number of children in out-of-home placements who have ever had an IEP.

Methodology: All children under 19 years old who have ever had an IEP will be collected for this measure. It includes children in CWS supervised care, out-of-home placements, and placement episodes lasting 31 days or more.



Trend Comparison:

There is not a federal or state standard at this time. There are a very small percentage of children in foster care with IEP's.

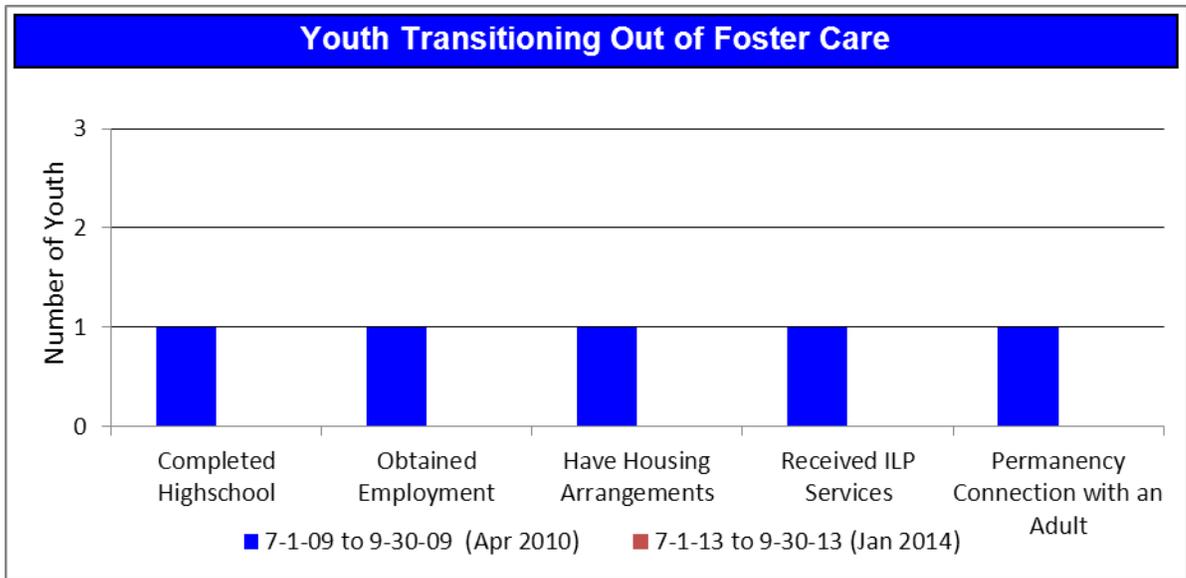
Analysis:

CWS and the Del Norte Unified School District will work together to develop a more comprehensive review of dependents specialized educational needs.

8A- Children Transitioning to Self-Sufficient Adulthood

Measure: This measure is a quarterly report of outcomes for youth who exited foster care placement due to attaining age 18 or 19, or those foster youth under 18 who were legally emancipated from foster care.

Methodology: All data for this measure will be collected from the SOC 405E statistical report. The information entered on each youth is based on what is known about the youth's status at the month of exiting care.



Trend Comparison:

There is not a federal or state standard at this time. Data for this measure is not available before April (Q1) 2010. Due to the small number of youth that turn 18 or legally emancipate in Del Norte County, there were no youth to measure in the time period for January 2014.

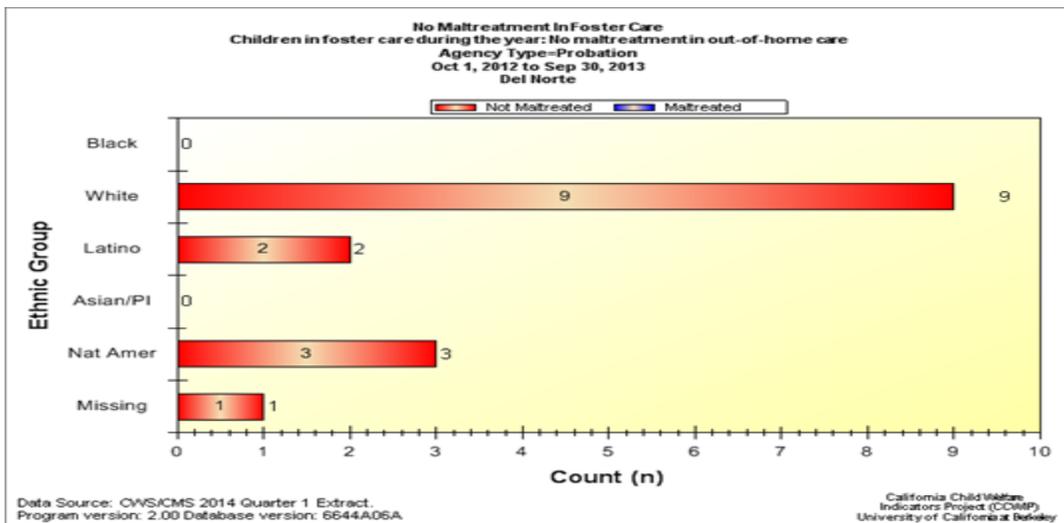
Analysis:

Del Norte County works with transitional age youth individually to track their transitional progress. The county often has no youth meeting the narrow criteria defined in this measure.

Probation

The following section gives a comprehensive review of Probation's performances in all the outcome measures. The following section gives a review of the data from the official data report for JAN 2014 (Q3 2013), for Probation's performances in all the outcome measures (<http://www.childsworld.ca.gov/PG1367.htm>). These outcomes are not accurate as Probation has had a difficult time with entering information into the CWS/CMS system. Probation has recently been effectively trained and has begun entering information so the data will be accurately reflected in the future.

S1.2 No Maltreatment in Foster Care



In January 2014, 100% of probation youth in out-of-home care **were not victims of maltreatment** by foster parents or facility staff which exceeds the federal standard of $\geq 94.6\%$.

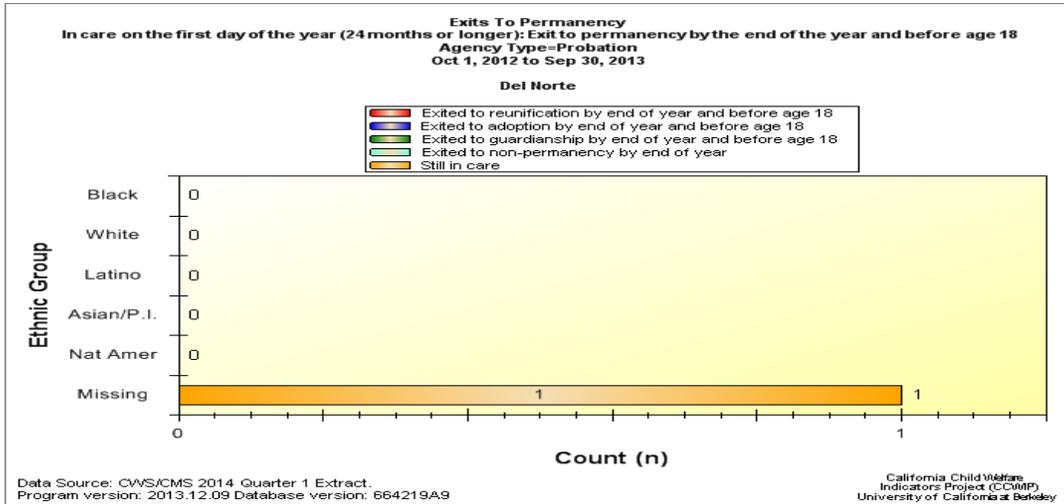
C1.1- C1.4 Reunification

This data is nonexistent in the system. The internal data indicates probation is lacking in this area. Reunification within twelve months does not generally happen with probation youth. The youth on the current caseload have been in placement for longer than twelve months.

C2.1-C2.5 Adoption

There is no data in the system. The internal data shows probation has not had an adoption regarding probation youth in this CSA period. The one and only adoption regarding a probation youth was approximately seven to eight years ago.

C3.1-C3.3 Long Term Care



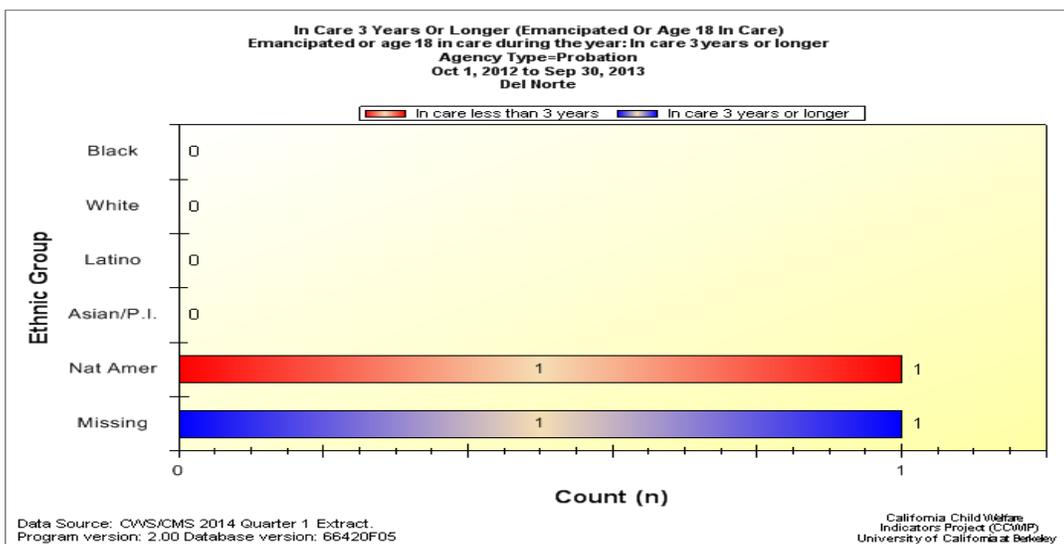
C3.1

The above chart indicates there was one youth still in care. There was no data regarding youth who exited to reunification by the end of the year and before age 18, exited for adoption by the end of the year before age 18, exited to guardianship by the end of the year before age 18, or exited to non-permanency by end of the year.

C3.2

There is no existing probation data.

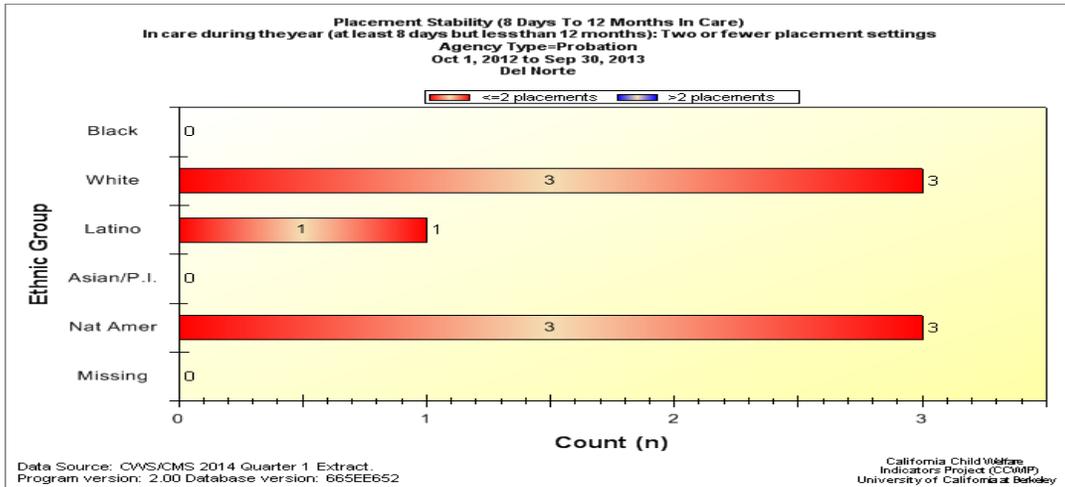
C3.3



The existing data indicates there were one Native American youth was in care for less than three years and one, whose ethnicity was not recorded, was in care for three years or longer. However, the internal data would demonstrate that sex offenders are in care for 3-6 years. This includes the sex offender group home/treatment and the foster care home they return to once the group home is graduated. The majority of our sex offenders never return home and age out of foster care. The current caseload is made up of 5 sex offenders and 6 non sex offenders.

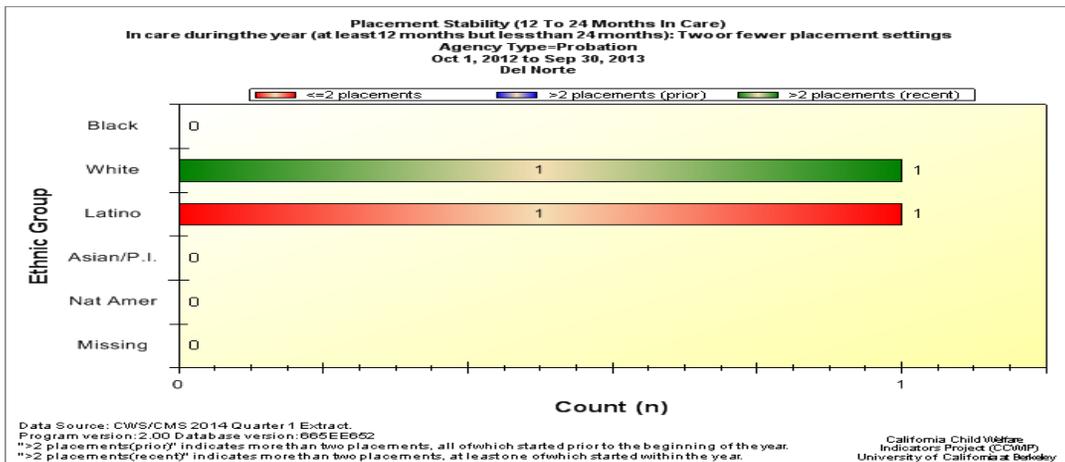
C4.1-C4.3 Placement stability

C4.1



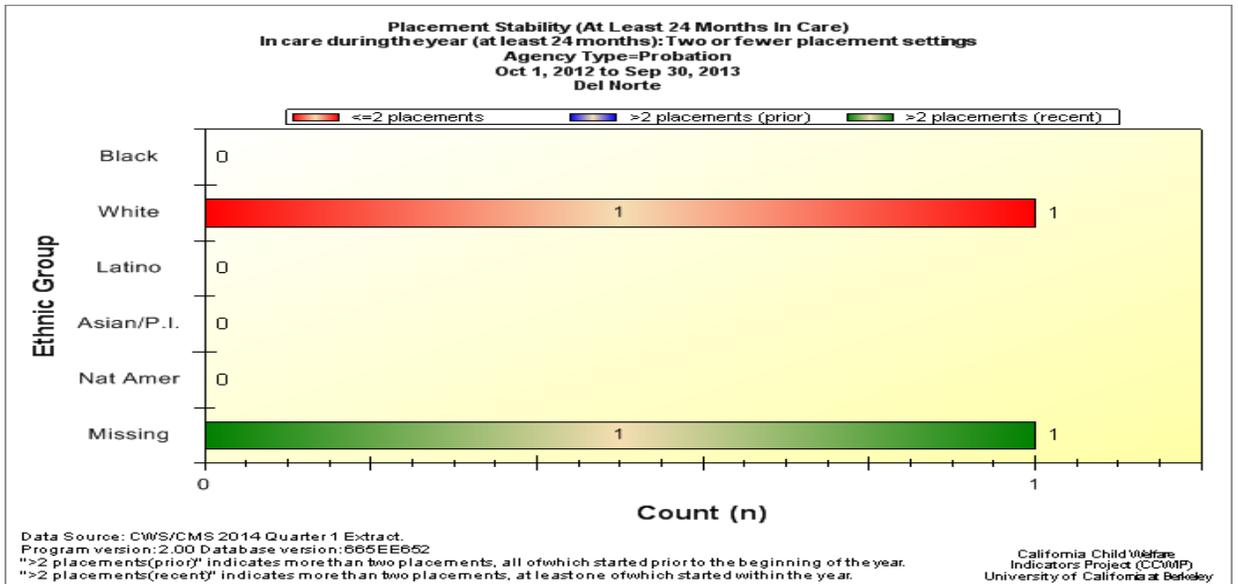
The data shows there were three Caucasian, one Latino, and three native youth whom had two or more placements eight days to twelve months into their placement during the review period.

C4.2



There was no internal data collected for C4.2. The above data indicates there was one Caucasian youth that had more than two placements in twelve to twenty four months and one Latino youth that had two or less placements during twelve to twenty four months.

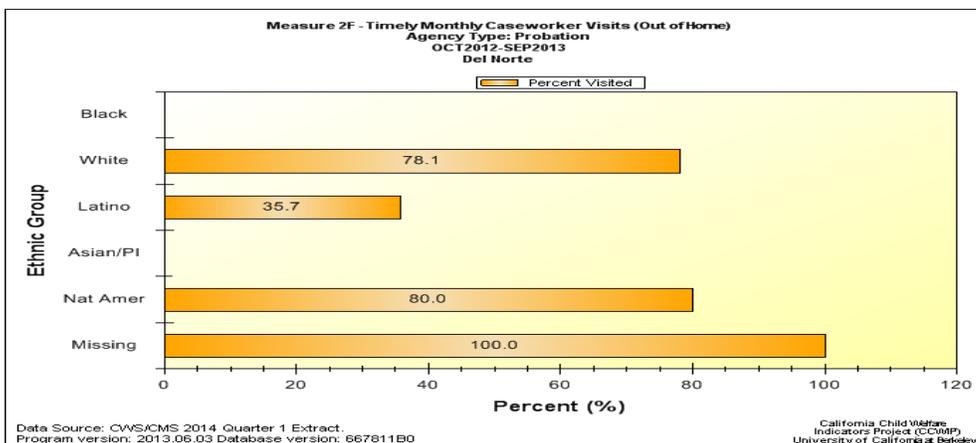
C4.3



The data indicates there was one Caucasian youth that had two or less placements within a twenty four month period and once youth, whose ethnicity was not recorded, that had two or more placements within a twenty four month period.

The internal data for C4.1-C4.3 suggests sex offenders are the most stable of probation placements. Of the eleven current cases, five of them are sex offenders and have been in a stable placement from the start. The other six placements do not have the same success. Most probation youth leave placement within the first few months and are placed in multiple different placements before deciding to remain in placement.

2F Timely Visits with Child

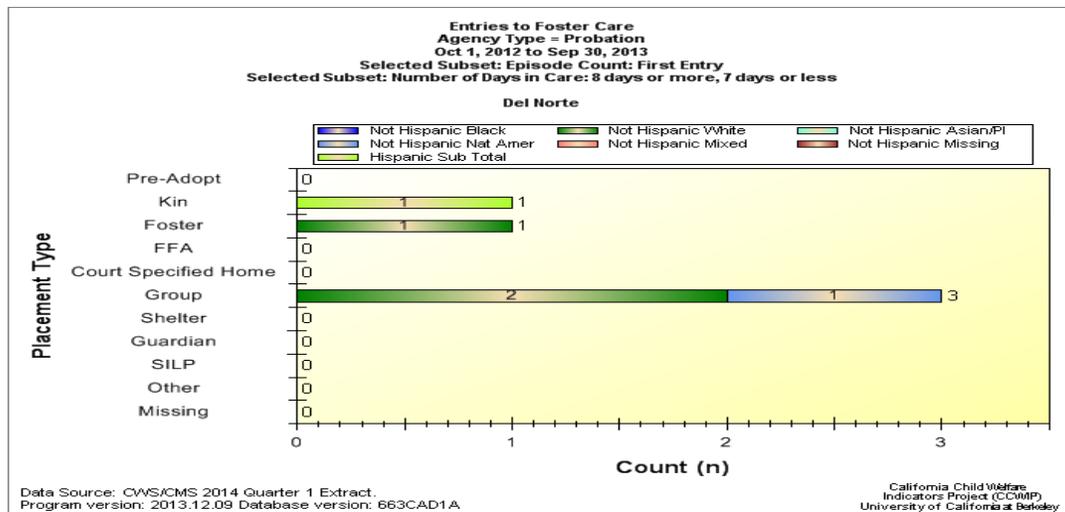


The data indicates that probation has not met the mandated monthly visits. However, probation has internal data and documentation that shows otherwise. Our placement officer ensures they have face to face contact with the youth at least once each month. These visits occur in the home and in addition, the officer visits the youth at their school on approximately once every quarter.

4A Siblings (Some or All)

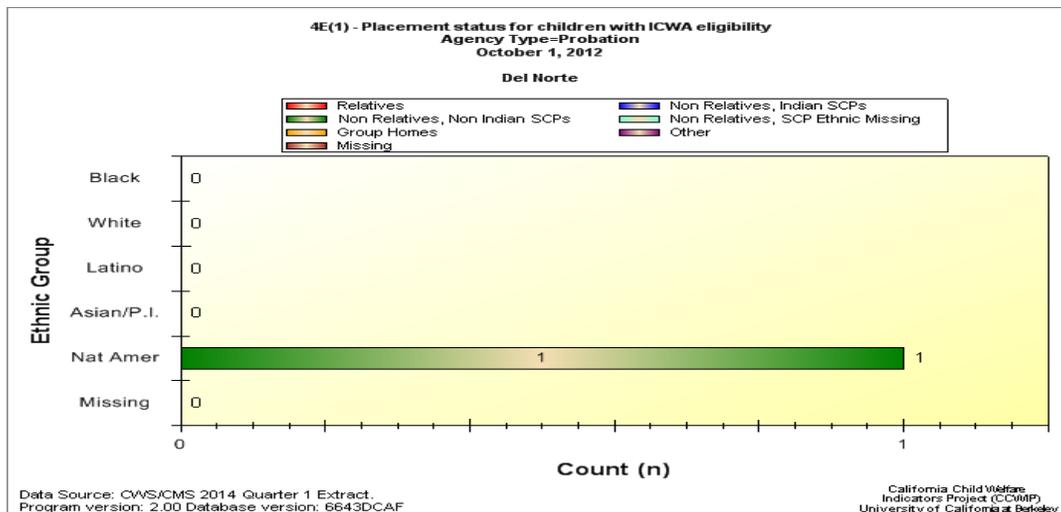
It is very rare for probation to have two children from the same household placed in foster care. In the recent year, probation had two brothers in foster care; however one had completed a sex offender group home and was in THP + FC when the other brother was entering a sex offender group home. With that exception, there have not been any sibling placements.

4B



Probation tries to place youth in the less restrictive placement as possible. This however does not indicate that. The data above indicates there was two Caucasian youth and one Native American youth placed in group homes, one Caucasian youth in a foster home, and one Hispanic youth in Kin-Gap. However, our current caseload consists of youth that are placed in NREFM, foster homes, THP Plus Foster Care, group homes, and with family. In addition, probation has youth that are transitional age that have an apartment locally.

4E(1)



According to the data above, probation has one youth that is ICWA eligible and placed in a non-relative, non-Indian substitute care provider. Although the youth was not placed with a relative or an Indian SCP, Probation and the tribes are in close communication when placing tribal youth and the placement is always approved by the identified tribe.

6B

There is no existing probation data.

8A

The data on record shows there were no youth that graduated maintained employment or aged out of foster care during this reporting period.

Summary of Findings

Summary Assessment

Discussion of System Strengths and Areas Needing Improvement

Del Norte County CWS regularly monitors and reviews local outcome data for all federal measures. Juvenile Probation is beginning the process of inputting data into the CWS Case Management System which will yield more accurate data for future review. With the assistance of our stakeholders, the county was able to identify certain themes and trends impacting Child Welfare Services and Juvenile Probation.

Themes and Trends:

Del Norte County CWS and probation staff have a high level of contact with the children, youth and families they serve and offer many resources and supportive services. CWS has consistently exceeded the standard for social worker contact (2F) each quarter with the exception of April 2012 when a slight decrease occurred. Although Probation does not have electronic data, internal documentation has been kept regarding contact with the youth in care. The probation placement officer ensures there is a face-to-face contact with the youth at least once each month. These visits typically occur in the home; additionally, the officer visits the youth in their school environment approximately once every quarter. Del Norte County has a relatively broad array of services available to meet the needs of families served by CWS and Probation. Community partners maintain a high level of collaboration with the two agencies in order to assist in meeting these needs.

County demographics reveal a high level of poverty despite unemployment rates dropping from 10.6% in 2010 to 6.6% in 2013. Data indicates that 21.10% of Del Norte County residents are living below the federal poverty level compared to 15.3% for the state as a whole, and 29.10% of the child population within Del Norte County are living below the poverty level. Chronic poverty is positively linked to child abuse and neglect and juvenile incarceration.

The impact of substance abuse, untreated mental illness and multigenerational poverty in families result in complex and multifaceted service needs, impacting the ability of CWS and Juvenile probation to meet performance outcomes.

There is a clear need to expand placement resources within the county for children needing out of home care. This would include intensifying efforts to make initial placements with relative, tribal and NREFM care providers and targeting recruitment and training within the community to expand resources for teens, sibling groups and tribal children.

Summary of Performance on C-CSFR Outcomes:

With reference to the Safety outcomes, CWS is performing above the federal measure on S1.2 No Maltreatment in Foster Care; 2B-1 Timely Immediate Response; 2B-2 Timely 10 day Response; and 2F Timely Social Worker Visits. CWS reached the previous SIP goal in measure S1.1 Recurrence of Maltreatment; however the federal standard has yet to be met for this measure. CWS would like this measure to improve and will be working toward that goal.

The Permanency Outcomes C4.1, C4.2, and C4.3 Placement Stability have been steadily increasing over the current SIP and all three measures were above the federal outcome standard during the last report period. CWS continues to be concerned regarding measure C1.4 Reentry Following Reunification as the county consistently falls below the federal standard; this is why it was selected as the focus for the peer review. Stakeholders suggested that after care services, providing ongoing support once families have exited dependency court, would improve this measure.

The Well-Being Outcomes do not have federal standards at this time. It is worthwhile to note that all children entering foster care in Del Norte County receive a mental health assessment and have a CHDP examination within the first thirty days of placement. Children and youth are receiving required health and dental exams however some of this information has not been entered into the CWS/CMS which unfavorably skews the outcome data. CWS will be requesting additional staff to address the data entry problem. Additionally, the percentage of children receiving psychotropic medication has decreased substantially since the last CSA.

For Probation, the Reunification composite, C1.1, C1.2, C1.3, and C1.4 are areas of concern. The 12 month reunification time frame has consistently proven unrealistic to achieve. Probation youth are removed from the home due to their behavior and criminal actions yet parents are required to participate in their child's case plan. This can be difficult because parents are often

involved in their own criminal activities and/or drug and alcohol use making the case plan goals for them difficult to accomplish. The Probation Department will be including C1.1 Reunification within 12 months in the next SIP in order to monitor the outcomes and ensure data improvement.

The placement outcomes C4.1, C4.2, and C4.3, for Probation youth are not always aligned with State and Federal standards. In reviewing the case load, juvenile sex offenders typically remain in their placements, however youth placed in foster care settings tend to have more placement interruptions. It is Probation's goal to improve these measures.

Strategies for the Future:

Through intensive discussions via focus groups and stakeholder meetings during the CSA and peer review, Del Norte County has been able to clearly identify outcomes that will likely be addressed in the upcoming SIP. It is unlikely that additional funding will become available to create new services or implement major program change over the next five years. With that in mind, the following outcomes will be studied for inclusion in the next five year System Improvement Plan by Child Welfare Services:

- C1.3 Reunification Within 12 months
- C1.4 Re-entry following Reunification
- 4B Least Restrictive Placement
- 5B Children in Care with CHDP Exams
- 5B-2 Children in Care with Dental Exams

CWS considers timely reunification key in achieving permanency for children. Monitoring and improving the Re-entry Following Reunification outcome will be important in determining the success of strategies used to achieve timely reunification as these two outcomes are often inversely related. Strategies to implement consistent after care services for families having reunified will be considered.

CWS will work to improve the least restrictive placement outcome by increasing the number of relative, tribal and NREFM placements for first time entries through increased use of the emergency placement protocol. This will improve both the least restrictive placement measure and overall placement stability outcome. CWS believes dedicating a social worker to SOP and Family Search and Engagement will also assist in meeting this goal.

CHDP and Dental outcomes do not currently reflect actual services that are being delivered to children in care. In order to address and accurately reflect this outcome data, CWS will be hiring additional data entry staff.

The following outcomes will be studied and included in the next SIP for Juvenile Probation:

- C1.1 Reunification within 12 months
- C4.1, C4.2 and C4.3 Placement stability

Probation is dedicated to making positive changes that will benefit youth in placement. Probation's goal is to ensure that youth are reunified with their parents within 12 months whenever possible. Probation is also focused on improving placement stability for youth.

Conclusion:

The county has benefitted from the opportunity to examine both Child Welfare Services and Juvenile Probation through a peer review, focus groups and stakeholder feedback. The information gathered yielded important data that will be used to inform the development of the next SIP and to facilitate ongoing discussion with community partners relating to the wellbeing of children and families in the county.

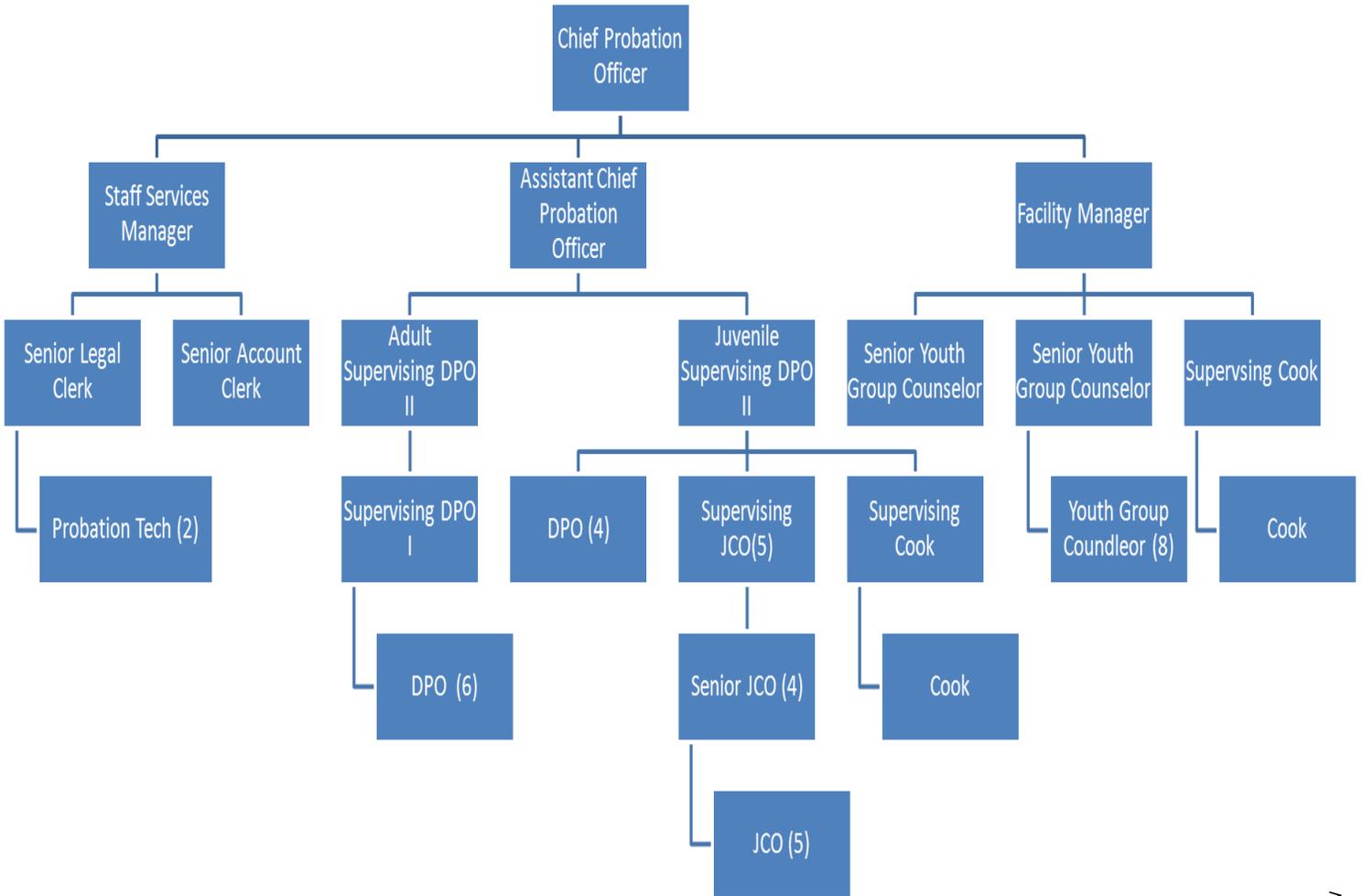
Attachments

1. Acronyms

AOD	Alcohol and Other Drug Program
BHC	Building Healthy Communities
CACI	Child Abuse Central Index
CAN	Child Abuse and Neglect
CAPA	Community Action and Prevention Alliance
CAPC	Child Abuse Prevention Council
CAPIT	Child Abuse Prevention, Intervention, and Treatment Program
CASA	Court Appointed Special Advocate
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
CCTF	County Children's Trust Fund
CDSS	California Department of Social Services
CHAT	Child Abuse Treatment Program
CHDP	Child Health and Disability Prevention Program
CHP	California Highway Patrol
CLETS	California Law Enforcement Tracking System
CSA	County Self-Assessment
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
DNCHC	Del Norte Community Health Center
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)
HASP	Humboldt Addiction Services Program
HUD	Housing Urban Development authority
ICT	Inter County Transfer

ICWA	Indian Child Welfare Act
IEP	Individual Education Plan
ILP	Independent Living Program
ICMT	Intra-county Case Management Team
ISAWS	Interim Statewide Automated Welfare System
IT	Information Technology
LCAP	Local Control Accountability Plan
LCFF	Local Control Funding Formula
MEND/WEND	Men/ Women Experiencing Non Violent Directions
MDT	Multidisciplinary Team
MHSA	Mental Health Services Act
MOU	Memorandum of Understanding
NCS	Northcoast Children's Services
NCTA	Northern California Training Academy
NREFM	Non-related Extended Family Member
OCAP	Office of Child Abuse Prevention
PACT	Positive Achievement Change Tool
PAE&T	Public Assistance and Employment and Training Branch
PIT	Point in Time
PHN	Public Health Nurse
PRIDE	Parent Resource for Information, Development, and Education
PSSF	Promoting Safe and Stable Families
RCRC	Redwood Coast Regional Services
RHS	Rural Human Services
SSA	Social Services Aide
SCI	Special Care Increment
SCIAP	Specialized Care and Incentive Assistance Program
SDM	Structured Decision Making
SIP	System Improvement Plan
SM	Safe Measures
SOP	Safety Organized Practice
TDM	Team Decision Making
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)
TILP	Transitional Independent Living Plan
TPR	Termination of Parental Rights
UIHS	United Indian Health Services: deliver medical, mental health, and ado services to the Native American population
VA	Vocational Assistant
VFM	Voluntary Family Maintenance Services
W&IC	Welfare and Institutions Code
WIC	Women, Infant, and Children

2. DEL NORTE COUNTY PROBATION DEPARTMENT STRUCTURE



3. DEL NORTE COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES STRUCTURE

