

Mono County

Child and Family Services Review System Improvement Plan

October 11, 2013 to October 11, 2018



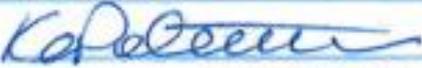
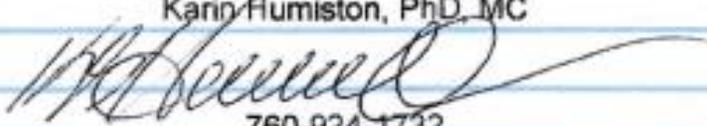
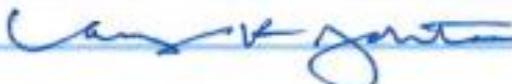
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California – Child and Family Services Review Signature Sheet

County	Mono County
CSA Period Dates	April 2010 to April 2013
SIP Period Plan Dates	October 11, 2013 to October 11, 2018
Outcome Data Period	April 2010 (Q2 2010) to July 2013 (Q1 2013)
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I. Introduction

The California Department of Social Services (CDSS) California-Child and Family Services Review (C-CFSR) process was created to include child protective services, foster care, adoption, family preservation, family support, and Independent Living.¹ The purpose of the C-CFSR is to significantly strengthen the accountability system used in California to monitor and assess the quality of services provided on behalf of maltreated children.²

In 2012, the CDSS redesigned the C-CFSR process to improve California's quality assurance program. Mono County has chosen to participate as a demonstration/pilot county for the development of this new C-CFSR process. The following are the changes to the previous C-CFSR processes:

1. The reporting period is increased from a three-year-cycle to a five-year-cycle to provide the counties with more time to plan, implement, and achieve their outcomes and objectives.³
2. Increased emphasis on outcomes and accountability to ensure that ongoing and regular improvements are being made to better serve children and families in Mono County.

The purpose of this Five-Year System Improvement Plan is to have an operational agreement between CDSS, the Mono County Child Welfare Agency, and Probation that will operate as a guide/outline for how the county will improve the system of care for children and families.⁴

This redesign accepts as a primary value the principle that preventing child abuse and supporting families is a cost-effective strategy for protecting children, nurturing families, and maximizing the quality of life for California's residents. The practice of prevention is woven into all aspects of the redesign and builds a proactive system that seeks to avert tragedy before it occurs.⁵

The 2013 Mono County Self Assessment (CSA) C-CFSR Planning Team, Stakeholders Group,⁶ and peer review participants identified the priority needs and outcome improvement goals for this System Improvement Plan (SIP).

Throughout this Five-Year Process, Mono County Child Welfare Services and Probation will work in collaboration with their community and prevention partners to examine strengths and needs from prevention through the continuum of care, including reviews of the current levels of performance, procedural and

¹ Welfare and Institutions Code sections 10605, 10605.1, and 10605.2; Government Code Section 30026.5

² All County Information Notice I-16-12

³ All County Information Notice I-16-12

⁴ California-Child and Family Services Review 12/21/12 v.8, p. 45

⁵ <http://calswec.berkeley.edu/peer-quality-case-review>

⁶ Mono County 2013 CSA p. 8-10

systemic practices, and available resources to maximize services to children and families in Mono County.

As was the policy when completing the 2013 Mono County CSA, the C-CFSR team will work together with the Office of Child Abuse Prevention (OCAP) to ensure the continuous improvement of services provided to children receiving Title IV-B and Title IV-E child welfare funded services. The SIP Outcome Measures, Systemic Factors, and Strategies will be integrated with the OCAP programs (CAPIT/CBCAP/PSSF), as well as the five-year needs assessment for Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funding and programs. Integrating these two assessments will eliminate duplicative processes, maximize resources, increase partnerships, and improve communication.

This Mono County Five-Year SIP is due to CDSS on October 11, 2013 (extended until February 11, 2014), and progress reports are due to CDSS on a yearly basis. The next complete SIP will not be due to CDSS until October 11, 2018. It is expected this new format will be more conducive to the County/CDSS partnership and will result in greater achievement of county outcome goals and program improvements.

As part of the Mono County 2013 SIP processes, the CFSR Planning Team participated in the development of the SIP and subsequent revisions. The CSA Core Representatives were contacted again and notified of the results of the Peer Review process. Also, their input was requested in regards to ideas, comments, or suggestions that would supplement the identified strategies, action steps, and focus areas.

II. SIP Narrative

A. SIP Development Process

The Peer Review system was developed in response to the Child and Family Services Reviews by the U.S. Department of Health and Human Services, Children's Bureau, and AB 636. AB 636 requires each county to write a System Improvement Plan using data generated from the comprehensive Child Welfare System/Case Management System (CWS/CMS), Peer Quality Case Review, and County Self-assessment.⁷

All California counties are required to complete a Peer Review (PR). This process was conducted every three years prior to 2012, but is now

⁷ <http://humanservices.ucdavis.edu/Academy/pdf/103114-RevisePQCR.pdf>, p.76

conducted every five years. The purpose of the PR is to provide an understanding of actual practices in the field that affect outcomes for safety, permanency, and wellbeing of children in the Child Welfare and Juvenile Probation systems, through the utilization of an outside review by peers and community partners.

The Mono County 2013 PR was held from January 8th thru January 9th, 2013, as a collaborative effort of Mono County Child Welfare Services and Mono County Probation Department. Peer review interview teams were represented by Inyo County Probation, Placer County Child Welfare, and Tulare County Child Welfare. These interview teams conducted specific case review interviews with Child Welfare Social Workers and Probation Officers to identify patterns of strengths and areas of concern.

B. Prioritization of Outcome Measures/Systemic Factors & Strategy/Rationale

During the analysis of outcomes for the CSA and the completion of the peer review, specific outcome focus measures were selected for Child Welfare and Probation.

- The Child Welfare Focus Area was Reunification within 12 Months;
- The Probation Focus Area was Exits to Permanency & Transition to Adulthood.

Probation selected Exits to Permanency & Transition to Adulthood as it had not been fully addressed in the previous SIP. Research is clear that planning, transition, and placement are critical factors for youth in returning to the community.⁸ Within the cited research is the importance of collaborative support as it relates to positive transition and permanency. The results of the CSA, while skewed due to our number of youth, were overall positive but with an addressable deficit in this very area. It is part of our overall departmental goal to improve in this area given its importance to youth and young adults.

U.C. Berkeley's Outcome Measures Report shows that as of April 2013, Child Welfare has:

- Two Permanent Plan cases open with the children in Foster Care for a period of two years each;
- One Family Reunification case open; and
- Fourteen Family Maintenance cases open.

⁸ Collins, M.E., et. al. (2008). *Permanence of Family Ties: Implications for Youth Transitioning From Foster Care*. American Journal of Orthopsychiatry, 78: 54-62.

Scannapieco, M., et.al. (2007). *In Their Words: Challenges Facing Youth Aging Out of Foster Care*. Journal of Adolescence Social Work, 24: 423-435.

Tweedle, A. (2007). *Youth Leaving Care: How Do They Fare?* Journal of New Directions for Youth Development, 113: 15-31.

CWS System Improvement Plan Strategy Selection Rationale

While the Mono County peer review conducted in 2013 focused on one specific data outcome measure (Reunification within 12 Months), Mono County Child Welfare Services has chosen to focus on the *systemic factors* related to the C1 Reunification Composite for the 2013 – 2018 System Improvement Plan rather than focus on any specific outcome measure. The Reunification Composite is defined as the child welfare supervised estimate of the composite score used in the California Child and Family Services Review, and includes all of the outcome measures related to the reunification of children with their families. CWS will work to improve and enhance the *systemic factors* which have an effect on the outcome measures within the Reunification Composite. CWS chose to focus on a composite of measures, rather than specific measures, for a variety of reasons.

The importance of youth's transition to Permanency & Transition to Adulthood ensures their continued success in adulthood. Although many youth are successful while in placement, many enter the adult court, often shortly after turning 18. These youth continue to struggle with alcohol or drug use. This issue is compounded by the fact that it is very difficult for small counties to access funding for ILP services for youth simply because the number of youth on probation is so minimal when compared to the larger counties. Additionally, implementing evidence-based practices is difficult when the behavioral and mental health infrastructure is minimized. In larger communities, several behavioral health entities and private organizations exist to refer youth. In Mono County, we are relegated only to county behavioral health. Mono County Probation focused on Permanency & Transition to Adulthood in the hopes of clearly mapping both the strengths and challenges of the current supports offered to youth so as to elicit clear direction on how to make improvements.⁹

Mono County performance rates do not always provide an accurate picture of the services provided, due to the very small number of children in care in Mono County. Such small sample sizes yield insufficient data when determining outcome measures on which to focus. As such, CWS cannot identify one particular measure that stands out as needing focused efforts and resources to improve performance. Rather, CWS could improve in *all* efforts to ensure children and families have the agency and community resources and supports they need for successful family reunification. The county will focus its resources

⁹ Mono County 2013 CSA p.47

and best efforts on addressing the resource gaps and other systemic factors that have an overall impact on a child's ability to return safely to his/her home.

For example, as of this writing, Mono County has only one licensed foster care home (limited to pre-teens and teens) and no group homes. Removing an infant from their home in Mono County most often means the infant is sent to an out-of-county placement, four to five hours drive from Mono County. This causes undue trauma for the child who is placed with unknown people, far from family. Facilitating family visitation of the child with immediate and extended family over these distances is difficult at best. Clearly, working on increasing the number of foster family homes in the county is a critical systemic factor that has a direct effect on the successful reunification of a child with his/her family.

Fortunately, CWS has been largely successful thus far in working with families to find alternative strategies to removing children from their home. Examples of alternative strategies employed include engaging all family members, especially non-offending parents or other protective adults, to preserve the connection between the child and other family members; voluntary Family Maintenance; and, providing other voluntary services with the support of community partners such as behavioral therapy, parenting classes and support groups, and intensive home visiting. These systemic, community-based supports play a critical supporting role in safely returning children to their homes. CWS seeks to improve and enhance these supports over the five years of this System Improvement Plan period.

Returning children safely to their homes is the primary goal of Child Welfare. Additionally, reunification, and specifically Timely Reunification, is a priority for the State of California, as the State as a whole has not historically met certain National Standards for reunification.

Connection to County Self Assessment Recommendations and Findings

The SIP team also reflected on the recommendations and findings of the County Self Assessment (CSA) review team from 2013, to ensure they were woven into the creation of the SIP. The recommendations for CWS were: case staffing with all service providers present or available via teleconference; training on how to work with resistant clients; more staff and time to devote to case and parents in the beginning of case; more foster homes/group homes; and, parent partner/mentor working with the families in the home with frequent contact. (See page 47 of the CSA).

The Summary Assessment Findings from the CSA Self Assessment yielded the following recommendations (See pages 64 and 65 of the CSA):

- Increased Foster and Adoptive Parent Licensing, Recruitment and Retention;
- Use of concurrent planning to enhance the ability of families and Social Workers to work toward reunification;
- Mentoring and Parent Partnering to promote child development and support for the adult-child relationship;
- Implementation of a formal Family Finding Program so that children are in the least restrictive environment and optimistically reducing the child's time in placement settings;
- Training and adoption of Safety Organized Practice (SOP) framework within Social Worker practice to aid in assessing safety in partnership with the family from referral to post-permanency;
- Partnership in the Mono County WRAP Program; and
- Native American / Child Welfare / Probation collaboration and communication.

The majority of the CSA review team recommendations and findings, and the Summary Assessment Findings from the CSA Self Assessment, were directly addressed in the SIP Strategies selection process. CWS is actively participating in the Mono County WRAP Program partnership as of this writing. Also as of this writing, Parent Partnering is offered through CAPIT/CBCAP/PSSF direct services by Wild Iris (parenting, co-parenting, and parent support groups), and First 5 Mono County (Parent Partners Home Visiting).

Mono County Probation has re-focused and plans to integrate changes to Exits to Permanency and Transition to Adulthood into the upcoming Strategic Planning conference in April 2014. Employing Integrated Management in Evidence-Based Practices (sustaining change leadership courses begin in March) will be a significant step in planning, executing, and sustaining change – a large component in achieving our strategies within this SIP.

CWS Strategy Selection

After consideration of the CSA process recommendations and the analysis of the systemic factors affecting the Reunification Composite during the SIP processes, CWS developed strategies targeted to address the systemic factors. Additionally, the strategies identify new resources needed, as identified by CWS and stakeholders, to have positive impacts on the systemic factors (ex. foster care homes). After full implementation of the strategies targeted at

improving and enhancing systemic factors associated with successful family reunification, Mono County expects to achieve its Target Improvement Goal: Reunification Composite Measure C1. Improve and Enhance Systemic Factors Related to Reunification of Children with Their Families, by October of 2018.

The following factors are commonly identified as resulting in timely and successful reunification of children:

- Quality of the initial assessment of the parents' needs and identification of individualized services to meet those needs;
- Early parent engagement/participation in services;
- Involvement of the parents in developing the case plan;
- After-care case plan developed prior to case closure that involves linking the family to community resources for support; and
- Adequate resources to facilitate family reunification.

These factors were used to inform the Strategies chosen by CWS. In addition, stakeholders who participated in the CSA also identified many of these practice methods as already occurring or needing to be strengthened or developed in social worker and the agency's approach to working with families. It is believed that the expansion of these values/practice methods throughout the agency will positively impact the composite of reunification measures in the future. CWS plans to work towards the development and adoption of these factors through the following strategies chosen for this SIP:

- Strengthen Administrative and Social Worker Practices;
- Improve Family Finding methods;
- Enhance Reunification System Factors through Collaboration with County and Community Partners;
- Improve and Enhance Social Worker Practices and Community Resources Regarding Parent-Child Interaction/Visitation;
- Implement Safety-Organized Practice (SOP) within CWS Practice; and
- Increase the number of Foster Family Homes in Mono County.

In addition, Mono County uses CAPIT/CBCAP/PSSF grants to fund a variety of community-based, community partner program direct services. CWS refers families needing prevention services, as well as those in Voluntary Family Maintenance and Court Ordered Family Maintenance cases, to these OCAP-funded direct services:

- Parenting Education and Co-Parenting Education;
- Promoting Safe & Stable Families;

- Parent Support Groups;
- Mental Health Services; and
- Home Visiting Program.

(See Table 1 Selection of Direct Service Needs Funded with CAPIT/CBCAP/PSSF, below, for more detail on these services.)

Clients may also be referred for services provided by Mono County Public Health, Mono County Behavioral Health (Counseling and Substance Abuse outpatient services), Wild Iris (domestic violence and anger management services), and the First 5 Mono County *Welcome Baby!* Home Visiting Program.

Probation Strategy Selection

Probation has two open juvenile probation cases. Mono County Probation has developed three strategies to address the findings of the CSA and as delineated in Strategies 8, 9, and 10 (see page 55). In order to assess whether Probation is meeting qualitative steps in the process, a tool must be developed collaboratively with all agencies and the measurements must be agreed upon. In light of that, agreed upon evidence-based practices must be highlighted and discussed. Such an effort will require the group to review research and past practices. The final tool will allow for measurement so as to ensure a service delivery.

Along with the above, a process and/or guideline must be in place so as to ensure consistent application. Mono County Probation will therefore prepare a written directive so as to ensure compliance with the contract with Social Services, placement, statutes, and other authoritative directives. It also ensures that when employees change position, there should be no break in service delivery.

Third, and related to the two previous strategies, Probation will identify internally a standard protocol when recommending when youth are at risk of being removed from their home and could benefit from the WRAP program. Just as with all processes, there should be written doctrine clarifying Probation's role and responsibility in an inter-departmental contract such as WRAP. With the change in organizational structure and increase in staff, Mono County Probation is better prepared to fully implement these strategies.

1. Child Welfare Services Best Practices

a. Safety Organized Practice (Signs of Safety)

Mono County CWS has been participating in training sponsored by the Northern California Training Academy at UC Davis

Extension, on Safety Organized Practice_(SOP), a Solution-Focused Family Engagement Model developed in Australia by Andrew Turnell and Steve Edwards. Supported by Casey Family Programs and working with Raelene Freitag, the director of the Children’s Research Center, as well as with trainers from Massachusetts, a state that has implemented SOP, the Training Academy envisioned the development of a “Community of Practice” that would help counties with the implementation of SOP and with the integration of SOP and Structured Decision Making (SDM), the actuarial-based risk and needs assessment used in California. The Training Academy is part of a National Learning Collaborative.

The intent of CWS is to work with the Northern California Training Academy for implementation support of SOP, which includes Advanced Signs of Safety/Structured Decision Making coordination and implementation; Signs of Safety orientations; ongoing skills training for staff, supervisors, and coaches; support from practice leaders; monthly webinar case conferences to enhance practice; and evaluation support, which will be part of a national evaluation model and forum for learning, as well as for exchanging information between counties and other jurisdictions. Each county is part of a cluster of three and each cluster has a training coach and practice leaders. The counties met in webinars and conference calls at least once per month for one year and the practice leaders visited each county at least once per month, and continue to do so. CWS staff also attended trainings on SOP and SDM at UC Davis.

SOP is a “solution-focused” approach designed to provide skills, techniques, and an overarching practice methodology for child welfare social workers. It offers strategies for creating constructive working partnerships, while focusing on child safety between child welfare practitioners, the families with whom they work, and community resources. It also provides a common language and format for enhanced critical thinking and judgment on the part of all involved with a family. Components of SOP are now used in multiple states and in more than 15 countries around the world.

The four objectives of SOP are:

1. *Engagement* of the family members and creation of a shared focus to guide the work with all of the stakeholders (child, family, worker, supervisor, etc.) Strategies include a non-threatening, affirmative inquiry

approach; use of family and child friendly language; and the consistent use of such tools as Safety Mapping, Danger Statements, and the Three Houses interviewing tool for children;

2. *Critical Thinking* to help all of the stakeholders consider complicated and ambiguous case information and sort it into meaningful categories. The primary tool is Safety Mapping, which is a process of organizing known information. It is a process that can be done with a family and it provides simple, easy to use, utilitarian definitions, thereby increasing clarity about the purpose of any particular CWS intervention;
3. *Enhancing Safety* to provide a path for workers and families to engage in “rigorous, sustainable, on-the-ground child safety” efforts. The tools used include Safety Mapping; the development of a “detailed but short, behaviorally based” Danger Statement that provides a clear rationale for the involvement of CWS and from which well-defined goals can be developed and agreed upon by all parties; and the building of Safety Networks so parents can enlist the help of their families and the community in keeping their children safe; and
4. *A Training Facilitator* to provide in-county instruction of SOP solution-focused interview techniques to social workers, probation, and other family service partners providing services to families.

The adoption of the Signs of Safety approach fits well with the State of California CFPSR Program Improvement Plan (PIP) Strategy 1: *to expand use of participatory case planning strategies*. It will also contribute to Strategy 4: *expanding options and creating flexible services and supports to meet the needs of children and families*; Strategy 5: *sustaining and expanding staff/supervisor training*; and Strategy 6: *strengthening the implementation of the statewide safety assessment system*.

b. CWS Policy and Procedures

As part of the 2010 SIP, Mono County CWS developed a “CWS Policy and Procedures Manual.” CWS staff are currently reviewing the manual to include edits and suggestions proposed by Mono County Counsel. CWS will update this Policy and

Procedure Manual (P&P's) with all new federal and state CWS regulations, as well as applicable state policies for the safety, stability, and wellbeing of all children in Mono County.

As of January 1, 2012, with the onset of the AB 12 mandate and incorporation into the WIC 241.1 Protocol, the Probation Department and Child Welfare has worked collaboratively to keep an updated WIC 241.1 Protocol. Passage of AB 12 allows an emancipated CWS or Probation minor, if he or she so chooses, to participate in AB 12/WIC 241.1. The minor must agree to and complete a Mutual Agreement that includes participation requirements, such as monthly meetings with their probation officer, together with any required activities in their Transitional Independent Living Plan (TILP).

TILP requirements include education; employment readiness; and activities designed to remove employment barriers and behavioral health obstacles. This allows the youth to have options and choices as they are working towards a goal when they begin their placement program. The maintenance of these AB 12/WIC 241.1 protocols and the CWS P&P's will help ensure positive outcomes for children who have participated in the Mono County foster care or ward program.

c. Wraparound Services

The Mono County Probation Department, Social Services, Public Health, and Mono County Behavioral Health collaborate to provide Wraparound services for youth at risk for group home placement. Wraparound funding leverages services for youth and families, such as counseling, case management, and services to meet student educational needs on a continuing basis. The case manager also identifies additional needs of the family, such as the need for Parenting Education and Co-Parenting Education, and refers the family for services offered through Wild Iris and funded via a CAPIT grant. The family may also be referred for home visiting through the First 5 *Parenting Partners* home visiting program, also funded, in part, by a CAPIT grant. CWS makes its best effort to find a provider and deliver services the family may need.

d. Indian Child Welfare Act (ICWA)

Mono County Child Welfare has not had an ICWA placement since October of 2003.¹⁰ Mono County continues to solicit the involvement of an ICWA representative in CWS pre-detention and/or prevention activities. This is achieved by involvement of ICWA, CWS, and Probation in the joint development of policy and procedures; ICWA representatives being invited to and attending CWS/Probation trainings; ICWA representatives being invited to and attending CWS/Probation policy and case meetings; and enhanced communication collaboration through regular contact (see Title IV-E for more information).¹¹

e. *Katie A. v. Bontá*

Under the terms of the *Katie A. v. Bontá* federal lawsuit agreement, there are two types of behavioral health services, “Intensive Home-Based Services” and “Intensive Care Coordination,” that will be available to children who are eligible to receive Medicaid. These behavioral health services include “wraparound services, mobile crisis care, intensive case management, in-home mental health aides, and more.” The state will determine which parts of “Therapeutic Foster Care” services will be covered under Medicaid.¹²

Mono County Behavioral Health and Child Welfare Services have been working on preparatory measures regarding the *Katie A. v. Bontá* lawsuit to provide the required behavioral health services to CWS children. Those services are specifically oriented to establishing collaboration and Wraparound Services for all CWS children, with a specific Wraparound Services two day on-site training held for CWS, Behavioral Health, and Probation in January of 2013.¹³

Through this 2013 CWS/Probation System Improvement Plan (SIP), a policy and procedure process has been developed to ensure that every CWS child receives behavioral health screening and appropriate services as needed. After review by Mono County Counsel, Mono County Child Welfare Services and Behavioral Health Department will co-lead this process to better communicate the initial services needed by CWS

¹⁰ CWS Outcomes System Summary for Mono County – 07.01.13

¹¹ www.acf.hhs.gov/programs/cb/resource/title-ive-foster-care

¹² www.youngmindsadvocacy.org/how-we-work/advocating/litigation/katie-a-v-bonta/

¹³ Mono County 2013 CSA p.28-29

children, to gain a better understanding of each child's needs, and to establish better information flow between CWS and Mono County Behavioral Health.

2. Probation Best Practices

The PQCR team assisted Probation in determining the primary Five-Year Focus Area which was based on input and analysis from the CSA process. The primary Five-Year Focus Area was determined to be:

- Exits to Permanency & Transition to Adulthood.

The probation officer will continue to complete the 90-day Transitional Plan for each youth transitioning out of care. With the passage of AB 12, the probation officer now incorporates AB 12/WIC 241.1 into each consenting minor's 90 day Transition Plan. This plan will address issues such as education, employment, housing, support services, permanent connections, and health insurance. The Probation Department will establish training for AB 12/WIC 241.1 with DSS when it becomes available.

The probation officer begins working with the youth on all future options, such as college, transitional housing, and independent living, just after placement begins. If the minor chooses to participate in AB 12/WIC 241.1, the minor must agree to and complete a Mutual Agreement that includes participation requirements, such as monthly meetings with their probation officer, together with any required activities in their Transitional Independent Living Plan (TILP).

"The Independent Living Program [ILP] is a federally funded program that provides services to assist eligible youth and young adults up to age 21 in making a successful transition from foster care to independent living. The goal of the program is to enable youth to achieve self-sufficiency prior to exiting the foster care system by providing an independent living skills assessment, assistance with developing a written Transitional Independent Living Plan (TILP), collaborating with caregivers and community partners to provide life-skills training and opportunities for increased responsibility in the lives of each youth/young adult."¹⁴

TILP requirements include education; employment readiness; and activities designed to remove employment barriers and behavioral health obstacles. This allows the youth to have options and choices as they are working towards a goal when they begin their placement program.

¹⁴ http://www.co.kern.ca.us/dhs/FosterFamilyResources/independent_living_program.html

The Probation Department currently has one youth who is in placement that is interested in the AB 12/WIC 241.1 process and is taking the steps to eventually participate in AB 12/WIC 241.1. As mentioned below, Probation and CWS have developed AB 12/WIC 241.1 protocols to coordinate the AB 12 process.

Minors who are found to be inappropriate for the Supervised Independent Living Program (SILP), due to their lack of independent living skills, behavioral health issues, or other barriers to independent living, have more narrow options of foster care or a group home. Most minors do not want to go from a group home to another group home or other foster care placement, as they feel they would rather take advantage of their own independence.

As stipulated in AB 12/WIC 241.1, an emancipated Non-Minor Dependent (NMD) has a choice to work with either Probation or CWS, regardless of the agency from which he or she was emancipated. Depending on the individual needs of a NMD, the AB 12 process may begin by assisting the NMD with finding appropriate housing, securing employment, and ensuring he or she has adequate food and supplies. Once this has been accomplished, the probation officer or social worker may track employment hours, help with school enrollment, and track continued attendance at school or work.

If warranted or requested by the NMD, the probation officer or social worker may assist the NMD with finding an appropriate college or university. Assistance may also be given with scheduling appointments and applying for food stamps, Supplemental Security Income (SSI), and other programs or activities. Some of these support activities may be accomplished through supervision guidance, while some may require onsite visitation to determine the needs and preferences of the NMD, such as visits to available housing or potential colleges.

All of these activities will usually follow the TILP that was developed with the Mono County ILP Coordinator. This TILP is reviewed with the probation officer or social worker prior to the youth's emancipation to identify the needs of the youth and to enhance the success of the TILP. While the probation officer or social worker still offers various forms of support to the NMD, the overall intent of AB 12/WIC 241.1 is to foster the transitional independence of the NMD.

As of January 1, 2012, with the onset of AB 12 mandate and incorporation into the 241.1 W&I Protocol, the Probation Department and Child Welfare have worked collaboratively to keep an updated 241.1 W&I Protocol. Both departments are aware of what steps need to be taken should an eligible NMD petition the Court.

The Probation Department meets regularly with the Child Welfare Department and the judges to update all participants on issues relating to AB 12 (extended foster care), AB 241.1 (possible joint Probation/CWS case decisions), and SIP updates. This year this committee has:

- Written an AB 12/WIC 241.1 Policy and Procedure; and
- Written a WIC 241.1 Policy and Procedure.

Youth who are Wards and NMD are also referred to the ILP Coordinator for evaluation and services. Since the Probation Department initiated AB 12/WIC 241.1, the juvenile officer continues to work closely with the ILP Coordinator. The probation officer and the ILP coordinator are in the process of creating a screening tool, such as an Intake Interview, that focuses on the necessary skills the NMD should possess in order to be appropriate and successful for Supported Independent Living Placement (SILP) through AB 12/WIC 241.1.

Probation continues to have excellent collaboration with the ILP coordinator, local schools, legal counsel, behavioral health, and alcohol and drug counselors. These agency partners help contribute to the transitional services that Probation continues to provide to youth in placement.

The probation officer(s) have not attended trainings in the areas of Concurrent Planning, Family Engagement, Youth in Transition, Indian Child Welfare Act (ICWA), Youth Permanency, AB 12/WIC 241.1, Family Finding, Engaging Native American Fathers, or Positive Achievement Change Tool (PACT). As part of the completion of this SIP, Probation Officer(s) trainings for these subjects will be added to the action steps. These trainings will improve the juvenile officer's knowledge of the rules and regulations for youth entering placement, or at risk of placement; knowledge regarding resources for transition age youth; and how to encourage and develop a plan with the youth.

Probation Services has a very positive relationship with the various native tribes in Mono County. Probation Services communicates frequently with the tribe of a youth. Not all communication is in writing unless required through ICWA. Depending on the cultural mores of a tribe, Probation makes every effort to honor the tribe and native family in communication best suited to their needs. An Elder grandmother would be confused by the formality of a letter explaining custody when in the Paiute tribe, as the People recognize the whole tribe as 'family.' Many visits with Tribal members are the norm as staff try to continue to understand cultural differences. ICWA is respected and

enforced; however, tribal traditions are perhaps more important in light of successful placement and transition.

Currently, Mono County detainees are disproportionately minorities. It is Mono County Probation’s goal to contact the Annie E. Casey Foundation for assistance and/or a grant to devise a framework and plan to address this disparity through the Juvenile Detention Alternatives Initiative (JDAI). JDAI was developed as an alternative to these trends, as a demonstration that jurisdictions could control their detention destinies. The initiative had four objectives:

- To eliminate the inappropriate or unnecessary use of secure detention;
- To minimize failures to appear and the incidence of delinquent behavior;
- To redirect public finances from building new facility capacity to responsible alternative strategies; and
- To improve conditions in secure detention facilities.

Mono County has two temporary or special use cells in lieu of a detention center and could pursue the first three objectives. Further, a collaborative approach would be taken with the Inyo Detention Center suggesting our two counties benefit from AEC JDAI.

The Probation Department and Child Welfare Departments are looking at possibly acquiring the LexisNexis instrument to access the Accurant Family Finding Tool, to identify and find family members of those minors at imminent risk of removal. The Family Finding Tool will be used to ensure a thorough investigation is taken for each minor so that all positive options of placement are made for each minor to create lifelong connections.

C. Prioritization of Direct Service Needs

Table 1 Selection of Direct Service Needs Funded with CAPIT/CBCAP/PSSF

No.	Title of Program	Function of Program	Name of Service Provider	OCAP Funding Source	Name of program model used in Program	EBP or EIP?	Detail/Rationale
1	Parenting Education and Co-Parenting Education	Direct Service	Wild Iris	CAPIT	<i>Active Parenting Now and Cooperative Parenting & Divorce</i>	EBP	The <i>Active Parenting</i> model has been listed by the National Registry of Evidence-based Programs and Practices (NREPP), a service of SAMHSA.

No.	Title of Program	Function of Program	Name of Service Provider	OCAP Funding Source	Name of program model used in Program	EBP or EIP?	Detail/Rationale
<p>Parents in our rural communities need access to mutual support services, including parent support groups that include self-help, education, and provide for outreach and follow-up services.</p> <ul style="list-style-type: none"> <i>Active Parenting Now</i> is based on the application of Adlerian parenting theory, which is defined by mutual respect among family members within a democratically run family. The program teaches parents how to raise a child by using encouragement, building the child's self-esteem, and creating a relationship with the child based upon active listening, honest communication, and problem solving. It also teaches parents to use natural and logical consequences to reduce irresponsible and unacceptable behaviors. <i>Cooperative Parenting and Divorce: A Parent Guide to Effective Co-Parenting</i> is Cooperative Parenting and Divorce is a psycho-educational video-based, class for separating or divorce parents. This program was written by Boyan and Termini, the founders of the Cooperative Parenting Institute. Over the 16 hour program, co-parents learn how to shield their child/children from conflict. <p>Both programs are offered to Mono County communities in English and Spanish. The service provider, Wild Iris, is also considering using CAPIT funds to provide supervised visitation to families. This concept is being developed as the SIP is being written.</p>							
2	Promoting Safe & Stable Families	Direct Service	Wild Iris	PSSF	Promoting Safe & Stable Families	n/a	See below
<p>Wild Iris works collaboratively with CWS to identify families for whom services within each of the four designated service components may be most appropriate (Family Preservation; Family Support; Time-Limited Family Reunification; Adoption Promotion and Support). A variety of strategies are used, including: Individual and Family counseling and support groups; Adoptive/Foster Parent Recruitment; Mentoring Services; Case Management activities; Housing Services and Concrete Supports; Referral services. Total funding for all components is only \$10,000, and is not sufficient funding to launch an EBP or EIP, nor does the size of the population with which we are working lend itself to a full blown intervention. As this SIP is being written, Wild Iris is also considering the use of PSSF to provide supervised visitation.</p>							
3	Mental Health Services	Direct Service	Wild Iris	CBCAP	Mental Health Services	n/a	While essential to serving our target population, this direct service consists of general mental health services and as such does not qualify as an EBP/EIP on their own.
<p>The rationale for selecting this non-EBP/EIP strategy is that victims of domestic violence, sexual assault, and child abuse need access to long term mental health care. Left untreated, victims of domestic violence, sexual assault and child abuse are traumatized, unable to engage healthy coping mechanisms, and are at increased risk for substance abuse, severe depression, post-traumatic stress disorder, anxiety, helplessness and suicide. Ensuring access to affordable and adequate mental health care is especially difficult in geographically isolated areas, such as those that exist in Mono County.</p>							
4	Parent Support Groups	Direct Service	Wild Iris	CBCAP	<i>Strengthening Families Program (SFP)</i>	EPB	The Strengthening Families Program (SFP) is considered a SAMHSA Model Program.

No.	Title of Program	Function of Program	Name of Service Provider	OCAP Funding Source	Name of program model used in Program	EBP or EIP?	Detail/Rationale
							Aspects of the curriculum from the SFP will be used in the Support Groups.
<p>Parents in rural communities need access to mutual support services, including parent support groups, that include self-help, education, provide for outreach and follow-up services. Rural communities face significant challenges, including higher poverty and fewer resources like adequate provision of services for parental support. Because of economic and transportation challenges, parents in rural areas, especially those that are geographically isolated, often depend on their immediate community for access to basic support services, such as parenting support, education about parenting, child development, and the social and emotional well-being of children. As this SIP is being written, Wild Iris is also considering the use of CBCAP to provide supervised visitation.</p> <p>Wild Iris uses aspects of the curriculum from the Strengthening Families Program (SFP), which seeks to improve family relationships, parenting skills, and youth’s social and life skills. Training sessions use family systems and cognitive behavioral approaches to increase resilience and reduce risk factors. Groups are offered to both English and Spanish speakers.</p>							
5	<i>Parenting Partners</i> Home Visiting Program	Direct Service	First 5 Mono County	CAPIT	<i>Parents as Teachers</i>	EPB	Meets the evidence-based criteria of the Maternal, Infant, Early Childhood Home Visiting (MIECHV) program. Listed in CBCAP’s evidence-based program directory. Listed on SAMHSA’s National Registry of Evidence-based Program and Practices. Included as one of ACF Children’s Bureau funded evidence-based home visiting models used to prevent maltreatment.
<p>The stress of not knowing how to best handle, or handle at all, the needs and challenges that arise with a child’s developmental stages puts families at a greater risk for child abuse. The <i>Parenting Partners Program</i> provides Mono County families with children ages one to five, who are facing challenging behaviors and other familial stressors, with access to personalized home visits addressing their situation-specific needs. The program serves both English and Spanish-speaking families. More than a dozen outcome studies have been conducted on the effects of the <i>Parents as Teachers</i> model. Studies published in peer-reviewed journals show statistically significant and sustained effects. Outcome data have been collected on more than 16,000 children and parents (http://www.parentsasteachers.org/results).</p>							

**Populations at greatest risk of child maltreatment,
as established in the CSA**

Due to the rural, mountainous, and isolated nature of Mono County, there is not one particular population at greatest risk of child maltreatment; rather, all populations within the county are at risk.

CAPIT/CBCAP/PSSF Program Requirements

Mono County will use state CAPIT funds to support the parenting and co-parenting education programs, *Active Parenting Now* and *Cooperative Parenting & Divorce*, which are contracted through Wild Iris. CAPIT funds will also support *Parents as Teachers*, a model of the *Parenting Partners Program*, which is administered through First 5 Mono County. Regulations state that CAPIT funds must support programs for at-risk isolated families, including those who are currently being assisted by child welfare services. Funds may be used for such services, including, but not limited to, day care; respite services; transportation; mental health services; disability services; home visiting programs; parent education and support programs; domestic violence services; early developmental screening and assessment; and counseling services. Further, CAPIT requires that funded programs are not duplicated within the community; that they are based on the needs of at-risk children, with priority given to those under five years of age, and those under 14 years of age; that they assist the county's progress toward the appropriate outcome measures; and that the funded programs are culturally and linguistically appropriate for the population. Administrative costs may not exceed ten percent of the total grant, and the implementing agency must provide a ten percent cash or in-kind match to support child abuse prevention efforts.¹⁵

Mono County will use federal CBCAP funds to support mental health services and the parenting support group, *Strengthening Families Program*, both of which are contracted through Wild Iris. Regulations state that CBCAP funds must serve the general population, including at-risk families; however, families with an open child welfare case are not eligible for CBCAP-funded services. CBCAP-funded services are preventative and designed to support families before allegations of abuse and neglect occur, and those families that have received a referral to a child abuse hotline. CBCAP funds may be used for such programs as adult education; child abuse awareness and prevention campaigns; domestic violence services; health care services; mental health services; parent support groups and leadership services; parenting education; and substance abuse treatment services, among others. Administrative costs may not exceed ten percent of the total grant.¹⁶

Mono County will use federal and state PSSF funds, contracted through Wild Iris, to support the four components of the PSSF program: Family

¹⁵ California Department of Social Services, Office of Child Abuse Prevention. (2013). Child Abuse Prevention, Intervention and Treatment Program (CAPIT) Fact Sheet. Retrieved from http://www.childsworld.ca.gov/res/OCAP/CAPIT_FactSheet.pdf

¹⁶ California Department of Social Services, Office of Child Abuse Prevention. (2013). Community-Based Child Abuse Prevention Program (CBCAP) Fact Sheet. Retrieved from http://www.childsworld.ca.gov/res/OCAP/CBCAP_FactSheet.pdf

Preservation; Community-Based Family Support; Time-Limited Family Reunification; and Adoption Promotion and Support. Regulations require that PSSF funds must support at-risk children and families, as well as families already receiving child welfare services. The focus of the PSSF program is to prevent the separation of children from their family, unless warranted; to improve the quality of care and programs available to children and families; and to promote permanency for children through reunification, adoption, or an alternate permanent living arrangement. Regulations dictate that administrative costs may not exceed ten percent of the total grant. The PSSF funds must be divided among the four service components of the program, with 20 percent of the grant dedicated to each component, leaving the remaining 20 percent of the grant to supplement any or all of the four components. Regulations also dictate that Mono County must assemble a planning committee. Example of programs and services that are allowable under Family Preservation, Community-Based Family Support, and Adoption Promotion and Support include adult education; concrete supports, such as car seats or utility assistance; early development screening; mental health services; transportation; and youth programs, among others. Early childhood education, health services, and information/referral are allowable only within Community-Based Family Support. Services directly associated with adoption are only allowable under Adoption Promotion and Support. Allowable programs and services within Time-Limited Family Reunification include peer-to-peer mentoring for parents and caregivers; support groups for parents and caregivers; and services or programs that support visitation between children and their parents or siblings, such as transportation, child care, domestic violence services, mental health services, respite care, and substance abuse treatment.¹⁷

III. Summary Data Review

The data used for this report are from the California CWS/CMS 2013 Quarter 1 Data Extract Report. On a quarterly basis, the counties and the state are measured on performance and outcomes in three areas: safety, permanence, and well-being.

Safety is measured by participation rates, risk assessment accuracy and timely contacts by social workers with children and families served.

- Safety Outcome 1 (S1): Children are, first and foremost, protected from abuse and neglect.
- Safety Outcome 2 (S2): Children are safely maintained in their homes whenever possible and appropriate.

¹⁷ California Department of Social Services, Office of Child Abuse Prevention. (2013). Promoting Safe and Stable Families Program (PSSF) Fact Sheet. Retrieved from <http://www.childsworld.ca.gov/res/OCAP/PSSFFactSheet.pdf>

Permanence is measured by length and stability of placement in out of home care and reunification and adoption outcome efforts.

- Permanency Outcome 1 (P1): Children have permanency and stability in their living situations.
- Permanency Outcome 2 (P2): The continuity of family relationships and connections is preserved for children.

Well-being is measured in areas such as education, employment, housing, and health.

- Well-Being Outcome 1 (WB1): Families have enhanced capacity to provide for their children’s needs.
- Well-Being Outcome 2 (WB2): Children receive appropriate services to meet their educational needs.
- Well-Being Outcome 3 (WB 3): Children receive adequate services to meet their physical and mental health needs.

Within each of these seven outcomes the scores on each item are used to develop an overall score for the outcome. A County is considered to have substantially achieved the requirements for an outcome if two conditions are achieved:

1. First, 90 percent of the applicable cases reviewed in an outcome area must show that the state substantially achieved the outcome.
2. Second, a review of state child welfare data must show that the state met the national standards for that outcome (for those outcomes for which national standards exist).

CWS/CMS Mono County Participation Rates

Table 2 Mono County Participation Rates

Referral Rate	1/1/2010 thru 12/31/2010	1/1/2011 thru 12/31/2011	1/1/2012 thru 12/31/2012
Children with Allegations	151	138	151
Substantiation Rate	27	24	15
Foster Care Entry	2	0	0
Foster Care In-Care	2	2	2

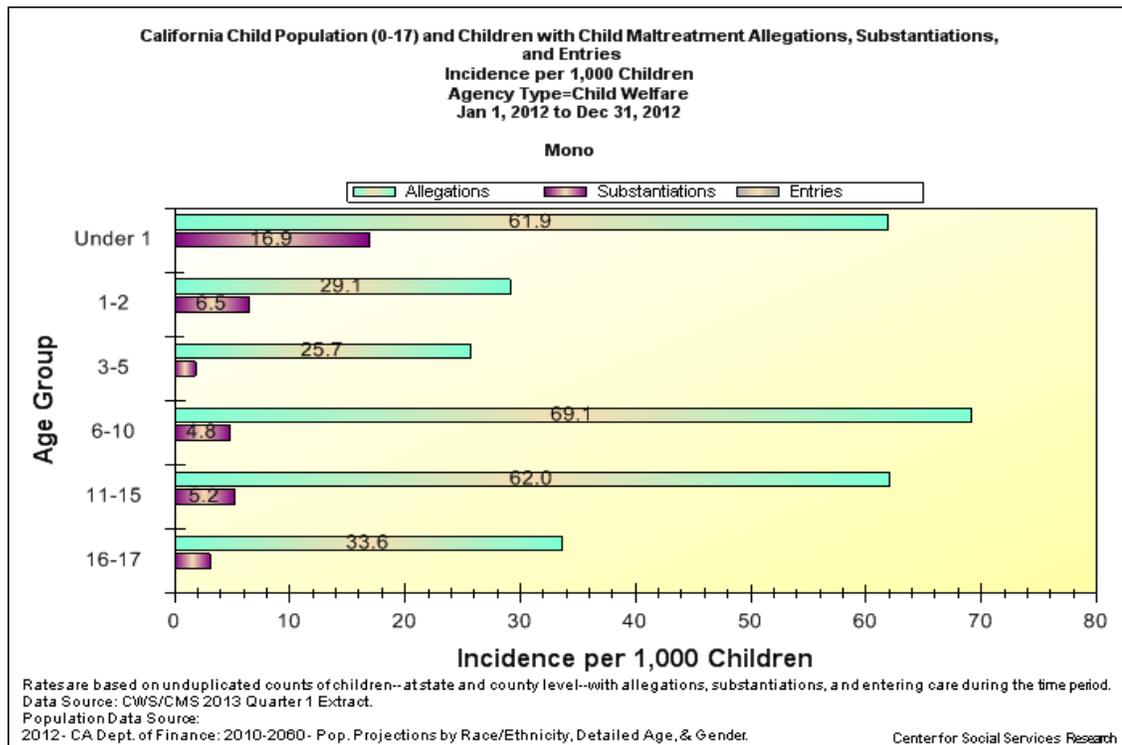
CWS/CMS Data Extract Report: Q1 2013 ¹⁸

¹⁸ http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx

Table 2 shows that since the last Mono County SIP, the children with allegations for Mono County fell 9% (151 to 138)¹⁹ in December of 2011. From January 1, 2012, through December 31, 2012, the children with allegations rate rose to 151. However, while the number of children with allegations rose 9% during 2012, the substantiation rate declined 37.5% (from 24 to 15).²⁰ There have been no new entries into foster care in three years and the two continuing foster care cases have been in-care for over two years.

Chart 1 confirms the very low participation rates and shows the 2011/2012 participation outcomes by age; these low participation rates fluctuate very slightly over time. The one characteristic shown in Chart 1 and explained in the general demographic section is the slight population decline in some areas of the county and a higher than normal home vacancy rate that could be contributing factors to a temporary decline in participation rates.

Chart 1 Participation Outcomes September 2011 thru September 2012



S 1.1 No Recurrence of Maltreatment

S 2.1 No Maltreatment in Foster Care

No Recurrence of Maltreatment: This measure reflects the percentage of children who did not have a subsequent substantiated report of child abuse/neglect within six months of the initial substantiation. Table 3 compares

¹⁹ http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx

²⁰ http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx

Mono County's compliance with the National Standard of 94.6% for No Recurrence of Maltreatment.²¹

Table 3 No Recurrence of Maltreatment

Baseline period	Number of Children With No Recurrence of Abuse	Total number of children	Mono County Compliance	National Standard or Goal
10/1/10 - 3/31/11	15	17	88.2%	94.6%
1/1/11 - 6/30/11	14	14	100%	94.6%
4/1/11 - 9/30/11	9	9	100%	94.6%
7/1/11 - 12/31/11	11	11	100%	94.6%
4/1/12 - 9/30/12	8	10	80%	94.6%

CWS/CMS Data Extract Report: Q1 2013²²

Mono County does well on this outcome measure as illustrated by Table 3. Mono County's performance since the last SIP is between 80 and 100% for this measure, which is very good. Preventative Services have been enhanced in Mono County by utilizing prevention service providers, funded by CAPIT funds, to engage families at the first signs of trouble. In addition, Mono County has increased the utilization of Voluntary Family Maintenance (VFM) and Court Ordered Family Maintenance case services. After investigation, referrals are staffed to determine the appropriate response. For example, Community Response is chosen when allegations do not meet statutory definitions of abuse or neglect, yet there are signs that the family is experiencing problems that could be addressed with community resources. The Service Contractor provides Parenting and Co-Parenting Education classes, Mental Health Services, Parent Support Groups, and *Parenting Partners* Home Visiting Program using CAPIT, CBCAP, and PSSF funds. Clients may also be referred for services provided by Mono County Public Health, Mono County Behavioral Health (Counseling and Substance Abuse outpatient services), Wild Iris (domestic violence services and anger management), and the First 5 Mono County *Welcome Baby!* Home Visiting Program.

Challenges and barriers to addressing child maltreatment noted by CWS Social Workers and community partners include:

- Many families living in outlying areas are low income, often without telephones or vehicles. Lack of transportation is a major barrier to utilization of services for families that live two hours away and have serious needs.

²¹ http://cssr.berkeley.edu/ucb_childwelfare

²² http://cssr.berkeley.edu/ucb_childwelfare/RecurAlleg.aspx

- There are cultural barriers in working with families. DSS has one bilingual Social Worker; however, due to the rural nature of Mono County, this Social Worker's need is stretched by the size of the county.
- Engagement with, and collaboration with, the Native American Tribes is done on a case by case basis.
- Previously, not all service providers want to do outreach in outlying areas, although this has improved greatly with CAPIT/CBCAP/PSSF funding.

No Maltreatment in Foster Care: Mono County has consistently achieved 100% for this outcome measure, exceeding the national standard of 99.68%. The Mono County 2007-2010 SIP showed a 100% compliance with this measure and no maltreatment in Foster Care. For the latest triennial period, 2010 through September 2012, Child Welfare Data Extract Reports again showed Mono County Child Welfare with 100% compliance for this measure and no maltreatment in Foster Care.²³ This success can be attributed to Social Worker efforts to screen foster homes and the thoroughness of Social Worker visits with the children in foster care.

C1 Reunification Composite

This is an outcome measure reflecting the percent of children reunified after 12 months of removal of the child from the home. During the analysis of outcomes for the CSA and the completion of the peer review, specific outcome measures were selected for Child Welfare and Probation.

- The Child Welfare Focus Area was Reunification within 12 Months;
- The Probation Focus Area was Exits to Permanency & Transition to Adulthood.

At the time of the CSA from January through April 2013, the U.C. Berkeley Data Extract reports showed that Child Welfare had:

- Two Permanent Plan cases open with the children in Foster Care for a period of two years each;
- One Family Reunification case open; and
- Fourteen Family Maintenance cases open.

The July SafeMeasures report²⁴ shows that Child Welfare had:

- Four Permanent Plan cases open; two of these children have been in Foster Care for a period of two years each;
- Two Family Reunification cases open; and
- Thirteen Family Maintenance cases open.

²³ http://cssr.berkeley.edu/ucb_childwelfare/RecurAllegExit.aspx

²⁴ Mono County SafeMeasures 2009/2013

Mono County has very few children who enter Foster Care as compared to other counties. Mono County provides Parenting and Co-Parenting Education for Family Reunification clients to assist in alleviating behaviors and situations that resulted in child abuse and placement for the protection of the child. Case specific dynamics affect the rate of reunification; for example, parent's non-compliance with their case plan goals. Social Workers and community partners state that reunification within 12 months may not occur because:

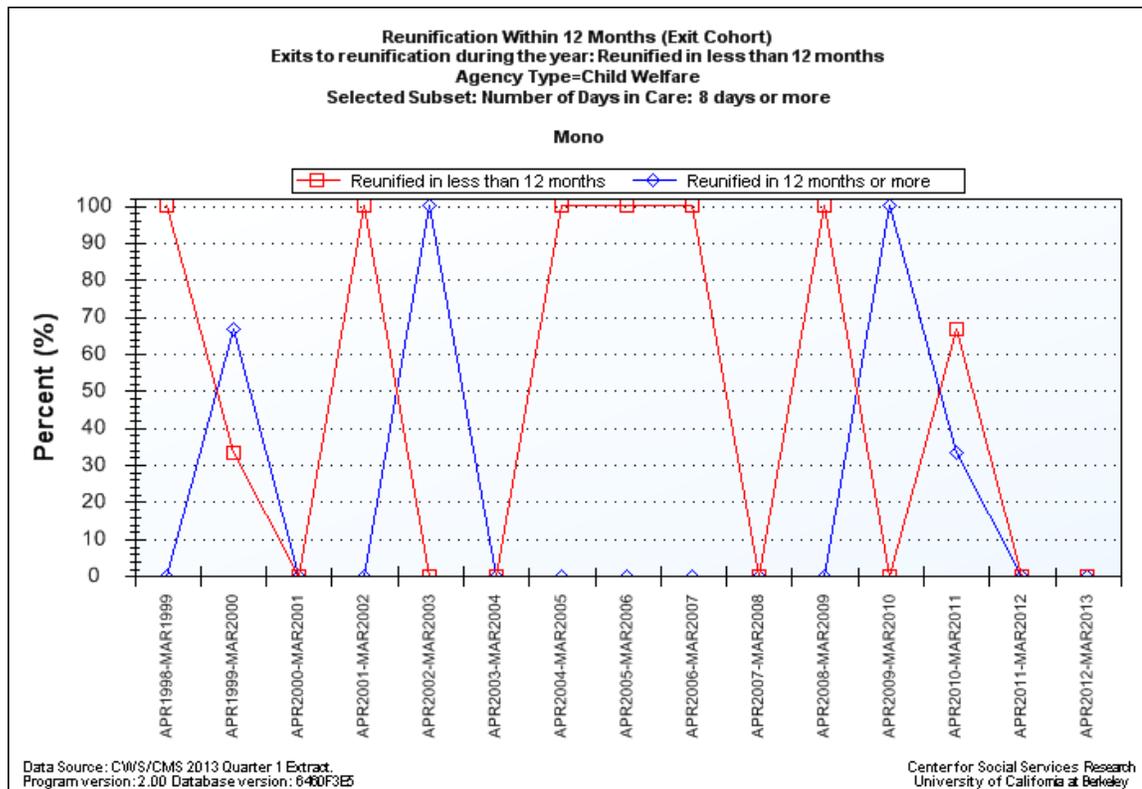
1. Reunification services are more difficult to provide when a child is placed out of county.
2. Visitation is also more difficult to arrange, although Mono County CWS provides assistance with lodging and mileage for parents.
3. Mono County Social Workers indicate that Foster Care placement is the last resort. Mono County opens Family Maintenance cases whenever possible to provide services for families. Family Maintenance involves frequent visits with the family by the Social Worker and referral to community based CAPIT/CBCAP/PSSF funded preventive programs and/or Mental Health programs. In some cases, the family has not complied with services or the services have not improved safety or reduced risk. Some parents do not avail themselves of services that are provided and do not comply with their case plan. Substance abuse is a common factor in non-compliance.

C1.1 Reunification within 12 Months (Exit Cohort)

Chart 2 shows that Mono County has had a number of years from March of 1999 through April/March 2010, where the Reunification Exit compliance rate was 100%. However, during this same time period there were a significant number of years where there was 100% non-compliance (reunification in less than 12 months). As shown in the 2013 CSA and the most recent Data Extract Reports, CWS has had no reunifications within 12 months during the last two years (April 2011/March 2012 & April 2012/March 2013). This trend is indicative of the rural nature of Mono County, the lack of services close to the county, and the lack of placement alternatives.²⁵

²⁵ http://cssr.berkeley.edu/ucb_childwelfare/C1M1.aspx

Chart 2 Reunification within 12 Months (Exit Cohort)



C1.2 Median Time to Reunification (Exit Cohort)

This measure tracks the time period in months of the child’s last removal from the home until their discharge from Foster Care to reunification. The Data Extract Reports used in the 2013 CSA showed that there was no data during this time period to establish a statistical pattern during the last 2011-2012 twelve month time period. The most recent CWS/CMS 2013 Quarter 1 Data Extract Report also shows no comparison performance data for the 2012-2013 time period.²⁶

C1.3 Reunification within 12 Months (Entry Cohort)

This is an outcome measure reflecting the percent of children reunified with 12 months of removal of the child from entry to the home. The Data Extract Reports show no data during this time period to establish a statistical pattern for the last 2011-2012 twelve month time period. The most recent CWS/CMS 2013 Quarter 1 Data Extract Report also shows no comparison performance data for the 2012-2013 time period.²⁷

²⁶ CWSoutcomessystemssummaryforMonoCounty-07.01.13

²⁷ CWSoutcomessystemssummaryforMonoCounty-07.01.13

C1.4 Reentry Following Reunification

This outcome measure tracks the percent of children that reentered Foster Care within 12 months of their latest discharge from Foster Care to reunification. The Data Extract Reports show no data during this time period to establish a statistical trend for the last 2010-2011 twelve month time period. The most recent CWS/CMS 2013 Quarter 1 Data Extract Report also shows no comparison performance data for the 2012-2013 time period.²⁸

C2 Adoption Composite

County Adoptions - The CDSS Adoptions District Office located in the City of Fresno provides adoptions services including assessments, home studies, paperwork finalization, and payment determinations for Mono County. Mono County Department of Child Welfare has just completed a Memorandum of Understanding (MOU) with the CDSS Fresno Adoptions District Office.²⁹

C2.1 Adoption within 24 Months

C2.3 Adoption within 12 Months

There have been no Mono County adoptions between 2009 and July 2013.³⁰ Mono County has had two adoptions between the period January 1, 2001, and March 31, 2009, that occurred in 2001 and 2007. Both of these adoptions involved infants.³¹

Concurrent planning is reviewed and discussed with the family members in the preparation of each case plan. Mono County Social Workers have recently received in-house concurrent planning training, and concurrent planning protocols have been implemented into the new Child Welfare Policy and Procedures. Family Participation case planning also assesses ILP services and needs.

C2.4 Legally Free within Six months

Of all children in Foster Care for 17 continuous months or longer and not legally free for adoption on the first day of the year, what percent became legally free within the next 6 months? Mono County had no children in this category from the period April 4, 2012 - March 31, 2013.³² The two Mono County foster children that have been in Foster Care for the last two years have not been legally free for adoption.

²⁸ CWSoutcomessystemssummaryforMonoCounty-07.01.13

²⁹ Mono County 2013 CSA p.55

³⁰ http://cssr.berkeley.edu/ucb_childwelfare/C2M1.aspx

³¹ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Lou, C., Peng, C., King, B., Henry, C., & Lawson, J. (2013). *Child Welfare Services Reports for California*. Retrieved 9/5/2013, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

³² http://cssr.berkeley.edu/ucb_childwelfare/C2M4.aspx

C 3.1 Exits to Permanency (24 months or longer in care)

Of all children in Foster Care 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18? Mono County has only had one child in care 24 months or longer in care at the time of the last Data Extract Report (3/31/2013) and that child has not exited to permanency (see Table 4).³³

C3.2 Exit to Permanency (24 months in care/legally free at exit)

For children in Care 24 months or legally free at exit: Exit to permanency before age 18. Mono County Child Welfare Services have no children that have met that criteria since the 2010 SIP.³⁴

Table 4 Exits to Permanency

	Age Group						All
	Under 1	1-2	3-5	6-10	11-15	16-17	
	%	%	%	%	%	%	%
Exited to reunification by end of year and before age 18	-	-	-	-	-	-	-
Exited to adoption by end of year and before age 18	-	-	-	-	-	-	-
Exited to guardianship by end of year and before age 18	-	-	-	-	-	-	-
Exited to non-permanency by end of year	-	-	-	-	-	-	-
Still in care					100.0		100.0
Total					100.0		100.0

CWS/CMS 2013 Q1 Data Extract Report³⁵

C3.3 In Care 3 years or longer (Emancipated at 18)

For children in Care 3 Years or Longer (Emancipated or Age 18 in Care): Emancipated or age 18 in Care during the year. Mono County Children Services have no children that have met that criteria since the 2010 SIP.³⁶

C4 Placement Stability Composite

The focus area for the 2010 SIP was Measure C4.1, C4.2, and C4.3: Placement Stability.

- C4.1 Placement Stability (8 days to 12 months in Care)
- C4.2 Placement Stability (12 to 24 months in Care)
- C4.3 Placement Stability (At Least 24 months in Care)

³³ http://cssr.berkeley.edu/ucb_childwelfare/C2M4.aspx

³⁴ http://cssr.berkeley.edu/ucb_childwelfare/C2M4.aspx

³⁵ http://cssr.berkeley.edu/ucb_childwelfare/C3M1.aspx

³⁶ http://cssr.berkeley.edu/ucb_childwelfare/C3M1.aspx

The critical importance of placement stability in Mono County Child Welfare has been highlighted prior to the 2010 PQCR. For the 2010 CSA and SIP, Child Welfare reported an increase in the number of teenage girls who have entered care and, anecdotally, staff has noticed an increase in placement challenges.

For the time period between the last SIP in October 2010 and March 31, 2013, the following placement stability was recorded for Mono County Child Welfare.

- C4.1 Placement Stability (8 days to 12 months in Care)
 - 100% compliant, no placement changes.³⁷
- C4.2 Placement Stability (12 to 24 months in Care)
 - 100% compliant, no placement changes.³⁸
- C4.3 Placement Stability (At Least 24 months in Care)
 - 50% compliant, which is 119.6% compliant with National Standard/Goal of 41.8%.³⁹

While most of these percentages indicate a significant increase in compliance, it should be noted that they decreased from 2010 to 2012, especially for C4.2 and C4.3, where there were only two placements. Mono County has very few children who enter Foster Care as compared to other counties. In addition, Mono County has increased the utilization of Voluntary Family Maintenance (VFM) and Court Ordered Family Maintenance case services.

2B Timely Response

Immediate Response Compliance

10-Day Response Compliance

These reports count both the number of child abuse and neglect referrals that require, and then receive, an in-person investigation within the time frame specified by the referral response type. Referrals are classified as either immediate response (within 24 hours) or 10-day response. This is a CDSS measure.⁴⁰

Mono County Social Workers usually have a 100% compliance rate with the Immediate Response Compliance Measure. As shown in Table 5, the data from the most recent CWS/CMS 2013 Q1 Data Extract Report (Jan 2013 - Mar 2013) demonstrates that CWS is 100% compliant with Immediate Response-Child Abuse/Neglect Referral Time to Investigation. Since the last SIP in October of 2010, Mono County has had only two time periods where there has been No Timely Responses to the Immediate Response Compliance Measure.⁴¹ In each of those two time periods, there were only two cases reported and in both of

³⁷ CWSoutcomessystemssummaryforMonoCounty-07.01.13

³⁸ CWSoutcomessystemssummaryforMonoCounty-07.01.13

³⁹ CWSoutcomessystemssummaryforMonoCounty-07.01.13

⁴⁰ http://cssr.berkeley.edu/ucb_childwelfare

⁴¹ http://cssr.berkeley.edu/ucb_childwelfare/CDSS_2B.aspx

those cases, the in-person investigations were made timely (within the 24 hour time period), but were entered into CWS/CMS late.

Table 5 Immediate Response Type - Child Abuse and Neglect Referrals by Time to Investigation

Count	Oct2010 Dec2010	Jan2011 Mar2011	Apr2011 Jun2011	Jul2011 Sep2011	Oct2011 Dec2011	Jan2012 Mar2012	Apr2012 Jun2012	Jul2012 Sep2012	Oct2012 Dec2012	Jan2013 Mar2013
Timely Response	6	11	8	4	1	11	5	7	7	6
Non-Timely Response	1	0	0	0	0	0	0	1	0	0
Total	7	11	8	4	1	11	5	8	7	6

CWS/CMS 2013 Q1 Data Extract Report ⁴²

Table 6 shows that for the 10-Day Response Type – Child Abuse and Neglect Referrals by Time to Investigation there has been only two time periods since the last SIP in 2010 that Mono County has been in compliance with this measure.⁴³ The reasons for this non-compliance have been high Social Worker turnover and late entry of data into the CWS/CMS system. Recent staff increases and staff responsibility changes to the Social Worker II Supervisor will support compliance to the 10-Day Response referrals.

Table 6 10-Day Response Type - Child Abuse and Neglect Referrals by Time to Investigation

Count	Oct2010 Dec2010	Jan2011 Mar2011	Apr2011 Jun2011	Jul2011 Sep2011	Oct2011 Dec2011	Jan2012 Mar2012	Apr2012 Jun2012	Jul2012 Sep2012	Oct2012 Dec2012	Jan2013 Mar2013
Timely Response	10	10	9	12	10	14	6	9	7	16
Non-Timely Response	3	1	0	3	1	1	3	3	0	3
Total	13	11	9	15	11	15	9	12	7	19

CWS/CMS 2013 Q1 Data Extract Report ⁴⁴

2C Timely Social Worker Visits with Child

State Measure 2C has been replaced by Federal Measure 2F in the Q1 2013 Data Extract Reports. While 2C has been replaced by 2F in UCB data, 2C continues to be monitored through SafeMeasures to ensure positive outcomes for the FM cases. The action step to resolve the late visits by the social workers will be intense time management training by the Social Worker Supervisor, with

⁴² http://cssr.berkeley.edu/ucb_childwelfare/CDSS_2B.aspx

⁴³ http://cssr.berkeley.edu/ucb_childwelfare/CDSS_2B.aspx

⁴⁴ http://cssr.berkeley.edu/ucb_childwelfare/CDSS_2B.aspx

social worker/case file reviews that are scheduled weekly by the Social Worker Supervisor with each social worker. The Social Worker Supervisor will use SafeMeasures reports to facilitate social worker(s) time management to ensure timely social worker visits.

2F Timely Social Worker Visits with Child

These reports measure the compliance rate for Social Worker visits to children. The rate is equal to the percentage of children requiring a caseworker contact who received the contact in a timely manner. The monthly reporting period is based on a client (not case) level.

Table 7 Timely Social Worker Visits with Child

Age Group	Children in Placement	Number of Months Open	Number of Visit Months	Percent Visited	Number of Visits in the Residence	Percent Visited in Residence
	N	N	N	%	N	%
Under 1						
1 - 2						
3 - 5						
6 - 10						
11 - 15	1	12	12	100.0	5	41.7
16 - 17	1	12	12	100.0	5	41.7
Total	2	24	24	100.0	10	41.7

CWS/CMS 2013 Q1 Data Extract Report ⁴⁵

Table 7 shows a 100% compliance rate for Social Worker visitation on a monthly basis for the period of April 2012 through March 2013. However, with Measure 2F replacing 2C, there are some changes to the required visitation of children by Social Workers:

- At least 51% of the face to face contacts must occur in the child's placement;
- The national standard is 90% for all kids in care to receive a monthly face to face contact (this is anticipated to go up to 95% in 2015);
- While measures 2C and 2F are similar, measure 2F has penalties attached for noncompliance; the severity of these penalties are still to be determined.

Table 7 shows 100% compliance for face to face visits; it also shows that 41.7% of the children were visited in the residence. While this percentage is 9.3% below the federal minimum standard, Mono County CWS has taken the following steps to ensure future compliance with measure 2F:

⁴⁵ Needell, B., et.al. (2013). *Child Welfare Services Reports for California*. Retrieved 9/4/2013, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

- Future visits are primarily held in the family home (biological and foster) and at times convenient for children and both biological and foster parents;
- Facilitating the safety needs for visitation between family members and foster parents when children are placed outside the home, and the visit is to take place in the child's residence; and
- CWS will continue to update child visitation policy in the Mono County CWS Policy and Procedure Manual.

Since the last SIP from October 2010 through September 2012, timely Social Worker visits with children (month 1, 2, and 3) have varied greatly:⁴⁶

- For the three months following the SIP in 2010, the overall compliance rate was 84.8%;
 - There were no months with a 100% compliance rate.
- For 2011, three months had 100% compliance rates and one month had a compliance rate of 68.2%;
 - Overall the compliance rate for 2011 was 88.34%.
- For January 2012 through March 2013, the timely Social Worker home rate with children was 100% for every month.

Since the 2010 SIP, CWS has had an overall face to face compliance rate from 84.8% for 2010 and 88.34% for 2011. However, since November 2011 and through March 2013, Mono County CWS has maintained a 100% general face to face monthly home visit compliance rate. The CWS/CMS 2012 Quarter 3 Data Extract Report shows no visits for the one probation youth with Ward status. This is a data entry error, which has since been corrected with the collaboration of CWS and Probation to ensure these visits are entered in a timely manner.

4A Sibling Placements

Sibling Placements: Although Mono County makes every effort to place all siblings together, it is difficult to find a single placement that can accommodate large sibling groups, especially with the lack of available long term foster homes in our county; therefore, it becomes necessary to split sibling groups. Determining which siblings are placed together depends upon many factors – availability of foster homes, age, gender, and bond.

Mono County considers all identified relatives and NREFMS. Rarely can relatives/NREFMs accommodate large sibling groups. Every effort is made to ensure that sibling relationships are maintained. If siblings have to be separated, visits between siblings are arranged. Sometimes issues such as time of placements, acting out issues between siblings and other psychological issues prevent siblings from being placed together.

⁴⁶ CWS/CMS Q1 2013 Q1 Data Extract Report

4B Least Restrictive Placements

Least Restrictive Placements: Mono County's goal is to place children in the least restrictive environment. Initially every effort is made to place children with relatives, NREFMs, or foster homes; however, some of these initial placements do not work because they are out of county. Placement in the least restrictive environment is influenced by the lack of placement resources in Mono County.

Recent in-house concurrent planning training for Mono County Social Workers is helping placements in the least restrictive environments by identifying alternatives to the families in the shared family/Social Worker case planning process. Implementation of a formal family finding program would also be helpful in placing the children in the least restrictive environment and optimistically reducing the child's time in a placement setting. Due to confidentiality and the very low number of placements and sibling placements, the number of these placements is withheld.⁴⁷ The current circumstances of the sibling placements and least restrictive placements have not changed since the CWS/CMS 2012 Quarter 3 Data Extract Report, and again because of the very low number of placements and sibling placements, the number of these placements is withheld.⁴⁸

4E Rate of ICWA Placement Preferences

This measure examines the placement status of Indian Welfare Act eligible children [4E(1)] and children with primary or mixed (multi) ethnicity of American Indian [4E(2)]. Indian Child Welfare Act (ICWA) requirements are followed by Mono County whenever a Native American child is taken into protective custody. Mono County Child Welfare Policy and Procedure details the explicit policy when an Indian child is detained and/or a dependency petition is filed:⁴⁹

- A. Membership in the tribe that the Indian child is a member eligibility is determined;
- B. Immediately contact the appropriate tribal council of each tribe in which the Indian child is a member;
- C. If the child is known to be Indian but the names or locations of one or more of the tribes is not known immediately call the BIA of one of the tribes where the Indian child is suspected of being a member.

Mono County Child Welfare has not had an ICWA placement since October of 2003.⁵⁰ Mono County continues to try to get an ICWA representative involved in CWS pre-detention and/or prevention activities. This is achieved by involvement of ICWA, CWS and Probation in the joint development of Policy and Procedures, ICWA representatives being invited and attending CWS/Probation trainings, ICWA representatives being invited and attending CWS/Probation CWS and

⁴⁷ Mono County 2013 CSA p.59-60

⁴⁸ CWS/CMS 2013 Q1 Data Extract Report

⁴⁹ Mono County Policy and Procedure 119

⁵⁰ CWS/CMS 2012 Quarter 3 Data Extract Report

Probation policy and case meetings, and enhanced communication /collaboration through regular contact.⁵¹ The July 2013, Q1 2013 CWS Data Extract Report shows no additional ICWA placements since the CWS/CMS 2012 Quarter 3 Data Extract Report.⁵²

5B Timely Health Exams

It is the policy of Mono County Child Welfare Services that children, over the age of three (3) years, who are taken into protective custody and are not in need of emergency medical care, do not require an immediate forensic examination, have no complex medical needs, and are not under the care of a current established medical provider, may be scheduled for a health screening through the Mono County Health Department, (the health examination must be completed within 30 days of detention).⁵³

The Public Health Nurse and the social worker will consult on any concerns regarding the child's health. The Public Health Nurse will document the child's Health History and the results of the examination in CWS/CMS. Since the last SIP (November 2010 and September 2012) Mono County Child Welfare has been 100% compliant for seven quarters for Health Examinations for Newly Detained Foster Children; there was only one month (October 2010) with a 50% compliance rate.⁵⁴ This 100% compliance rate has continued through the July 2013, Q1 2013 CWS Data Extract Report.⁵⁵

8A Children Transitioning to Self-Sufficient Adulthood

This measure reflects the percent of foster children eligible for Independent Living Services who receive appropriate education and training, and/or achieve employment or economic self-sufficiency. This measure includes data regarding youths, ages 16 through 20, who receive services from the Independent Living Foster Care Program.

Child Welfare Services: The Mono County Child Welfare Services Supervisor II is the ILP County Coordinator. ILP meetings are held monthly for Child Welfare with Probation invited to those meetings. During 2011/2012/2013 CWS has been working with four CWS youth to prepare them for self-sufficiency in adulthood.

- All four have either graduated from high school or received their GED.
- Three are living on their own within the community; and
- Two youth are currently or have attended on-line college.

Because Mono County foster youth are most often placed out of county, emancipated foster youth often receive ILP services in the county of their

⁵¹ Mono County 2013 CSA p.60

⁵² CWS/CMS Q1 2013 Q1 Data Extract Report

⁵³ Mono County Policy and Procedure 114

⁵⁴ CWS/CMS 2012 Quarter 3 Data Extract Report

⁵⁵ CWS/CMS 2013 Quarter 1 Data Extract Report

placement. Mono County has limited services for foster and emancipated youth, which is why the focus topic for Probation's 2010 PQCR/SIP was transition to self-sufficient adulthood.

Probation: Measure 8 (state measure) Transition to Self-Sufficient Adulthood.

The importance of youth's transition to self-sufficient adulthood is evident in the number of youth on probation who eventually enter the adult justice system. Although many youth are successful while in placement, many enter the adult court, often shortly after turning 18. These youth continue to struggle with alcohol or drug use. This issue is compounded by the fact that it is very difficult for small counties to access vendors or ILP services for youth simply because the number of youth on probation is so minimal when compared to the larger counties. This weakness will be addressed through probation and behavioral health co-facilitated evidence-based practice groups (moral reconnection therapy, anger replacement therapy, and cognitive behavioral journaling). Each youth's needs will be determined collaboratively between Social Services, Behavioral Health, and Probation. Because youth have different needs or skills to be developed, each will be assessed for ILP services (e.g., daily living skills, self-esteem, safety, decision making, education or post-graduate education, etc.). It is also very important that interagency collaboration be brought to the table when considering the challenges and strategies in a child welfare intervention. Don Crary states that "you bring powerful people to the table and they will push the system to change."⁵⁶ Interagency collaboration is "the process of agencies and families joining together for the purpose of interdependent problem solving that focuses on improving services to children and families."⁵⁷

For the 2010 SIP, Mono County Probation focused on the transition to self-sufficient adulthood in the hopes of clearly mapping both the strengths and challenges of the current supports offered to youth, so as to elicit clear direction on how to make improvements. During the 2013 Peer Quality Case Reviews, Mono County Probation decided to emphasize their outcome strategies on Exits to Permanency & Transition to Adulthood.⁵⁸ Mono County Probation has recently been fully staffed and plans to give priority importance to the outcome measure, Youth's Transition to Self-Sufficient Adulthood.

In 2011, California initiated an interest in evidence-based practices. For juveniles, only recently has a validated and reliable instrument been introduced for risk and need (2013). The number of probationers has increased, where the average caseload is 27-30, along with those youth in group homes. To ensure youth are

⁵⁶ Walsh, J. (1999). *The Eye of the Storm: Ten Years on the Front Lines of New Futures: an Interview with Otis Johnson and Don Crary*. Baltimore, M.D: Annie E. Casey Foundation.

⁵⁷ Hodges, S., et. al. (1999). *Promising Practices: Building Collaboration in systems of Care, Vol. VI. (Systems of Care Promising Practices in Mental Health, 1998 Series)*. Washington, D.C: Center for Effective Collaboration and Practice, American Institutes for Research.

⁵⁸ Mono 2013 CSA

receiving those necessary services, independent tools would be employed so as to ensure treatment and services were appropriate. In light of this paradigm shift, Mono County Probation recognized more work was needed in transition and permanency. Further, the demographic elements of Mono County were shifting, therefore necessitating cultural sensitivity and applying strength-based methods. Mono County has seen an increase in the Hispanic population, as well as youth who are undocumented. Roughly 50% of the High School population is Hispanic at Mammoth High School, Mono County's largest High School. Two deputy probation officers are county-recognized interpreters and both carry a juvenile caseload. Using EBP journaling in Spanish and other EBP programs provide a better methodology for those who are ESL.

In response to this change, the organizational structure was changed so as to create a unified juvenile team comprised of a Deputy Probation (DPO) III and two DPO II's. The additional staff and structure allowed for more focus and involvement as well as lack of outside vendors in the communities. Further, these action steps will be implemented into the Mono County Strategic Plan. Mono County Probation will continue to research promising practices for use with youth transitioning to adulthood. Of paramount importance is the creation of a safety net (includes both traditional ILP services and supportive relationships with adults) for youth who have been in an out-of-county placement and are returning home to Mono County. Clearly, Probation believes they could improve in this area.⁵⁹

AB12 and 241.1 WIC Extended Foster Care: AB12 allows eligible 18 year olds in foster care to remain in foster care up to age 19 years. Starting January 1, 2013, foster youth can remain in foster care up to age 20; starting January 1, 2014, up to age 21, contingent upon budget appropriation by the state legislature. Youth over age 18 in Foster Care are designated as "non-minor" dependents (NMD). Currently Mono County has no participants in the extended foster care program; however, Mono County Policy and Procedure are being developed to facilitate the implementation of 241.1 WIC.

Mono County CWS and Probation will attend additional state training on AB12/241.1 WIC when possible. Mono County Policy and Procedures will continue to be updated through All County Letters as necessary.

A. Summary Review Findings

During the analysis of outcomes for the CSA and the completion of the peer review, specific outcome measures and systemic factors were selected for Child Welfare and Probation to work on for the 2013 Mono County Child Welfare and Probation System Improvement Plan:

⁵⁹ Mono 2013 CSA

- The Child Welfare Focus Area is Reunification Composite Measure C1. Improve and enhance systemic factors related to reunification of children with their families.
- The Probation Focus Area was Exits to Permanency & Transition to Adulthood.

In preparation for the SIP, public and private agencies, schools, tribes and all Mono County CSA/SIP Core Representatives were again contacted in March 2013 to elicit their comments and suggestions regarding the above two outcome measures that were chosen for the 2013 SIP. Additional comments, suggestions, or information regarding services and needs of Mono County Children were also invited as well.

1. Child Welfare Services and Probation will continue to offer the current services in Mono County, which are recognized by the community as CWS and Probation's most effective services:
 - Multi Agency Collaborative Wraparound services;
 - Family Meetings during and after the case planning process;
 - Sibling contact/visitation facilitated by the Probation Officer or CWS Social Worker;
 - Therapeutic/Clinical work to resolve underlying problems with families and children;
 - Timely responses by Social Workers enhances services provided by service providers for children;
 - The Probation Department responding in an appropriate and timely manner to the concerns that have been raised by the Indian Colony; and
 - Immediate and timely responsiveness of CWS and Probation to the initial problem, and working together towards problem resolution.

2. The Child Welfare Focus Area is Reunification Composite Measure C1. Improve and enhance systemic factors related to reunification of children with their families:
 - Strengthen Administrative and Social Worker Practices;
 - Improve Family Finding methods;
 - Enhance Reunification System Factors through Collaboration with County and Community Partners;
 - Improve and Enhance Social Worker Practices and Community Resources Regarding Parent-Child Interaction/Visitation;
 - Implement Safety-Organized Practice (SOP) within CWS Practice; and
 - Increase the number of Foster Family Homes in Mono County.

3. The Probation Focus Area was Exits to Permanency & Transition to Adulthood.

- Family and Permanency Strategy. Develop a permanency connection with a supportive adult;
- Use Wraparound services to support Strategies and activities of ILP plan;
- Identify Family, Shared Living Arrangements, and Independent Living Options;
- Complete the course requirements for high school graduation and enroll in post-secondary education (when applicable);
- Remove Barriers to Employment; and
- Participate in Behavioral Health Treatment.

All of the above information was gathered from the University of California, Berkeley 2013 System Summary Reports; the Child Welfare and Probation Self-Assessments; CSA/SIP Core Representatives; the Safe Families Strengthening Families Assessment; ICWA representative; and CWS/Probation subcontractors. Additionally, interviews were conducted with the Director of DSS, DSS Program Manager, Social Worker Supervisor II, Chief of Probation, Director of Behavioral Health, Social Workers, Probation Officer(s), and community organizations for the purpose of gathering CWS/Probation improvement recommendations.

IV. State and Federally Mandated Child Welfare/Probation Initiatives

Currently, Mono County Child Welfare or Probation is not participating in any State or Federal Initiatives, such as:

- Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP);
- The California Partners for Permanency (CAPP) Grant; or
- The Fostering Connections After 18 Program.

Mono County foster youth are provided CDSS print outs of the After 18 Program that explain the program and what it can provide, along with what commitments the youth need to make in order to stay in the program. The youth are coached about the program during the months leading up to their seventeenth birthday. There is also a monthly ILP meeting, where information about the After 18 program is provided and discussed with participants. Since Mono County has a very small population of foster youth, they are able to personalize the dissemination of information to each individual, as appropriate. In addition, information can be discussed with youth and they can ask questions at their monthly face-to-face meetings with their social worker. Social workers are available to youth by telephone as well.

Mono County is a very large county geographically, but has the third smallest population in the State, with just over 14,000 residents.⁶⁰ The county consistently has one of the smallest CWS or Probation caseloads in the State. Mono County has found that there is a very low incidence of need to necessitate participation in these types of initiatives. Additionally, staff recruitment has and continues to be a challenge for the county. As of February 2014, CWS will be fully staffed for the first time in many years.

Mono County Behavioral Health and Child Welfare Services have been working on preparatory measures regarding the *Katie A. v. Bontá* lawsuit to provide the required behavioral health services to CWS children. Those services are specifically oriented to establishing collaboration and Wraparound Services for all CWS children, with a specific Wraparound Services two day on-site training held for CWS, Behavioral Health, and Probation in January of 2013.⁶¹

The next step in the development of behavioral health services was the development of a policy and procedure process to ensure every CWS child receives behavioral health screening and appropriate services as needed. After review by Mono County Counsel, Mono County Child Welfare Services and Behavioral Health Department will co-lead this process to better communicate the initial services needed by CWS children, to gain a better understanding of each child's needs, and to establish better information flow between CWS and Mono County Behavioral Health.

⁶⁰ <http://quickfacts.census.gov/qfd/states/06/06051.html>

⁶¹ Mono County CSA 2013 p.28-29

5 – Year SIP Chart

CWS

Priority Outcome Measure or Systemic Factor: Reunification Composite Measure C1.

National Standard: N/A

Current Performance: N/A

Target Improvement Goal: Improve and enhance systemic factors related to reunification of children with their families.

Probation

Priority Outcome Measure or Systemic Factor: Implement Exit to Permanency and Transition to Adulthood Strategies.

National Standard: N/A

Current Performance: 0% of cases. Currently there are inconsistencies within this area.

Target Improvement Goal: Improve services in the transitional plan for every youth exiting placement to permanency and transitioning into adulthood. 80% of all cases will be provided consistent services leading to successful transitions of youth to adulthood.

- The department will then build strategies and action steps to include education, employment, housing services, permanent connections, medical insurance.

A. Action Steps Chart

Strategy 1: CWS Strengthen Administrative and Social Worker Practices.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite Measure C1. Timely Social Worker Visits with Child 2C.
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Conduct quarterly reviews of CWS data, using reports generated from the SafeMeasures program.	February 2014 – October 2018	CWS Director/Social Worker Supervisor
B. Use findings from quarterly SafeMeasures reviews to identify and address CWS/CMS system training needs.	March 2014 and on-going	Social Worker Supervisor
C. Use findings from quarterly SafeMeasures reviews to identify and address training needs related to SW monthly contacts with children in family reunification, family maintenance, emergency response, and permanency placement.	March 2014 and on-going through October 2018	Social Worker Supervisor
D. Conduct yearly Social Worker staff needs assessment to determine gaps in knowledge and practice. Use SafeMeasures 12 month data report to help assess these needs.	July 30, 2014 and annually thereafter, through 2018	Social Worker Supervisor

<p>E. Mono County Social Services Training Coordinator will arrange training to address needs identified in Action Step D above.</p>	<p>August 2014 and annually thereafter through 2018</p>	<p>CWS Director/Social Worker Supervisor /Training Coordinator</p>
<p>F. Evaluate effectiveness of SafeMeasures Quarterly Reviews Strategy. Determine whether this method allows for the identification of gaps in Social Worker knowledge, practice, and training needs, and whether the appropriate follow through is initiated and completed.</p>	<p>July 2015 – October 2018</p>	<p>CWS Director/Social Worker Supervisor /Training Coordinator</p>
<p>G. If Strategy is determined to not meet stated goals, research and identify an alternative strategy to achieve goal and implement.</p>	<p>August 30, 2016 – September 30, 2017</p>	<p>CWS Director/Social Worker Supervisor /Training Coordinator</p>
<p>H. Explore the creation of a Program Integrity staff position within CWS staffing structure responsible for quality assurance, in an effort to strengthen administrative practices and data reporting.</p>	<p>July 2015 – July 2016</p>	<p>CWS Director/Social Worker Supervisor</p>
<p>I. Independent Living Program Social Worker to create resource manual to help ensure youth receive an array of support services (life skills training, advocacy, mentoring, education and career development, health and safety and financial resources).</p>	<p>March 2014 - October 2018</p>	<p>Social Worker Supervisor</p>

Strategy 2: CWS Improve Family Finding methods.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite Measure C1.
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Research available Family Finding Tools to be used to locate and connect with family members of foster children.	October 2014 - March 2015	Social Worker Supervisor
B. Evaluate the effects of tool on creating permanency for out-of-home placements.	March 2015 – May 2015	Social Worker Supervisor
C. If applicable, purchase Family Finding Tool and provide training for Child Welfare Services staff.	August 2015 – September 2016	CWS Director/ Social Worker Supervisor
D. Implement fully the Family Finding and Engagement Program.	October 2016 – October 2018	CWS Director/ Social Worker Supervisor
E. Assess effectiveness of Family Finding and Engagement Program, and make programmatic adjustments as needed.	July 2018 – October 2018	CWS Director/ Social Worker Supervisor

Strategy 3: CWS Enhance Reunification System Factors through Collaboration with County and Community Partners.	<input checked="" type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite Measure C1.
	<input checked="" type="checkbox"/> CBCAP:	
	<input checked="" type="checkbox"/> PSSF:	
	<input type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Explore and determine desired outcomes of implementing Differential Response Paths.	March 2014 – June 2014	Social Worker Supervisor /CWS Director/Staff Services Analyst
B. Identify Community Partner to participate in Differential Response with CWS.	March 2014 – June 2014	Social Worker Supervisor /CWS Director
C. Determine whether partnering to implement Differential Response is feasible and has likely potential to achieve desired outcomes.	June 2014 – February 2015	Social Worker Supervisor /CWS Director/CWS Staff/Community Partner
D. Create a Differential Response Implementation Plan, based on results of Action Step C.	December 2014 – May 2015	Social Worker Supervisor /CWS Director/Community Partner
E. Create an Agreement between Agencies and forward to Board of Supervisors for approval, based on results of Action Step C.	June 2015 – December 2015	Social Worker Supervisor /CWS Director/Community Partner
F. Phase in full implementation of Differential Response, based on results of Action Step C.	December 2015 – September 2018	Social Worker Supervisor /CWS Director/Community Partner

Strategy 4: CWS Improve and Enhance Social Worker practices and Community Resources regarding parent-child interaction/visitation by developing new resources and supports.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite Measure C1.
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Social Worker Supervisor will demonstrate to Social Workers the effectiveness of graduated visitation (decreasing supervision as case progresses).	July 2014 - October 2015	Social Worker Supervisor
B. Review Visitation policy and procedures to ensure they reflect best practices and make recommendations to revise.	July 2014 - October 2015	Social Worker Supervisor
C. Research and implement nationwide best practices for implementation of parent-child interaction/ visitation in Mono County.	October 2016 – October 2017	CWS Director/ Social Worker Supervisor
D. Evaluate effectiveness of other family team meetings, as described in Action Step C, and make programmatic modifications as needed.	October 2017 – October 2018	CWS Director/ Social Worker Supervisor

Strategy 5: CWS Improve and Enhance Social Worker practices and Community Resources regarding parent-child interaction/visitation by increasing the number of Professional Supervised Visitation Providers in the County.	<input checked="" type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite Measure C1.
	<input checked="" type="checkbox"/> CBCAP:	
	<input checked="" type="checkbox"/> PSSF:	
	<input type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Explore with prevention partners creation of a Professional Supervised Visitation Provider program for families at-risk, as well as those with open CPS cases. Use CAPIT, CBCAP, and PSSF funds to do so.	March 2014 – May 2014	CWS Director/ Social Worker Supervisor
B. In partnership with prevention partners, facilitate training on becoming a professional provider of supervised visitation. Make training available to agency staff and community members.	March 2014 – July 2014	CWS Director/ Social Worker Supervisor
C. Provide support for the creation of a cadre of professional supervised visitation providers in Mono County (currently there are no professional supervised visitation providers in the Mono County).	March 2014 – October 2015	CWS Director/ Social Worker Supervisor

Strategy 6: CWS Implement Safety-Organized Practice (SOP) within CWS Practice.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Reunification Composite Measure C1.
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. CWS Staff Complete Safety-Organized Practice (SOP) Twelve Training Modules.	April 2013 – October 2015	Social Worker Supervisor
B. CWS Staff participate in ongoing Webinar's (overview, key skills, Safety mapping, and Structured Decision Making coaching).	October 2014 – October 2018	Social Worker Supervisor
C. Supervisor(s) attend Facilitative Supervision Training.	October 2015 – March 2016	Social Worker Supervisor
D. Assess SOP training and make implementation changes as necessary to maximize SOP outcome.	October 2015 – October 2017	CWS Director/ Social Worker Supervisor
E. Transfer Structured Decision Making and SOP learning strategies to social worker practice, as evidenced by consistent use of SOP tools, language, and supervision.	October 2015 – October 2018	Social Worker Supervisor
F. Evaluate implementation strategies. Ask: has practice changed? Can the change be correlated to an improved outcome?	October 2015 – October 2018	Social Worker Supervisor

<p>Strategy 7: CWS</p> <p>Increase the number of Foster Family Homes in Mono County.</p>	<input checked="" type="checkbox"/> CAPIT: <input checked="" type="checkbox"/> CBCAP: <input checked="" type="checkbox"/> PSSF: <input type="checkbox"/> N/A:	<p>Applicable Outcome Measure(s) and/or Systemic Factor(s):</p> <p>Reunification Composite Measure C1. Adoption Composite Measure C2.</p>
Action Steps:	Timeframe:	Person Responsible:
<p>A. Partner with the Child Abuse Prevention Council and other community partners to recruit foster parents, using the following techniques:</p> <ol style="list-style-type: none"> 1. Radio – Informational Interviews 2. Email - to all county and town contacts, churches, schools, tribes and local agencies. 3. Flyers posted in high traffic areas in the town where Foster Parent Orientation meetings are held. 4. Foster Parent Orientation meeting information posted on County website and calendar. 5. Local Newspaper Community Calendars. 6. Before Foster Parent Orientation meetings– Public Service Announcements with local radio stations. 7. Work with local print media to promote foster family recruitment. 	<p>October 2013 – October 2018</p>	<p>Staff Services Analyst/Social Worker Supervisor</p>

<p>B. Partner with Community Partners to recruit foster parents, using the following strategies:</p> <ol style="list-style-type: none"> 1. Attend Service Club Meetings: i.e. Rotary, Lions Club, Women’s Club, etc. 2. Provide information on Foster Parenting and available supports to local religious organizations throughout County. 	<p>November 2013 – October 2018</p>	<p>Staff Services Analyst / CWS Director</p>
<p>C. Conduct quarterly conference calls with Fresno Community Care Licensing on foster/adopt recruitment strategies and to ensure identification of both in-county and out-of-county prospective foster/adopt families.</p>	<p>April 2014 – October 2018</p>	<p>Social Worker Supervisor /Staff Services Analyst / CWS Director</p>

Strategy 8: Probation Develop a measurable transition and permanency process.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Exit to permanency and transition to adulthood
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Identify a committee consisting of probation, child welfare, social services, behavioral health to identify evidence-based best practices for transition and permanency.	Completed by end of December 2014	Juvenile Lead Probation Officer
B. Placement officer attends placement academy.	Completed by end of January 2014	Placement Officer
C. Committee researches and publishes a report identifying evidence-based best practices and viability in our county.	Completed by end of June 2015	Juvenile Lead Probation Officer
D. A measurement tool is developed ensuring all actions and measurable dates of compliance.	Completed by end of September 2015	Juvenile Lead Probation Officer
E. The measurement tool is incorporated into the policy and procedure (see strategy 9).	Completed by end of June 2012	Chief of Probation
F. Measurement tool will be evaluated for effectiveness using statistical model.	Completed by end of January 2017	Chief of Probation

Strategy 9: Probation Development of policy and procedure for transitioning youth and permanency.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Exit to permanency and transition to adulthood
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Research similar counties' written Officer doctrine and pattern and practices.	Completed by end of January 2015	Juvenile Lead Probation Officer
B. Prepare draft policy and procedure incorporating collected information and best practices.	Completed by end of July 2015	Juvenile Lead Probation Officer
C. Draft reviewed by those departments cited in Strategy 8A, page 55.	Completed by end of March 2016	Juvenile Lead Probation Officer
D. Final procedure prepared and submitted to Chief of Probation.	Completed by end of June 2016	Juvenile Lead Probation Officer
E. Procedure signed and implemented.	Completed by end of September 2016	Chief of Probation
F. In-house training for juvenile staff.	Completed by end of December 2016	Juvenile Lead Probation Officer
G. Review of compliance procedure (quarterly).	Completed by end of March 2017	Juvenile Lead Probation Officer
H. Report of compliance with procedure completed and submitted to Chief-memo.	Completed by end of April 2017	Juvenile Lead Probation Officer
I. Plan for any corrections or amendments prepared and executed.	Completed by end of November 2017 and quarterly thereafter	Juvenile Lead Probation Officer/Chief of Probation

Strategy 10: Probation Implement Wrap around process consistently.	<input type="checkbox"/> CAPIT:	Applicable Outcome Measure(s) and/or Systemic Factor(s): Exit to permanency and transition to adulthood
	<input type="checkbox"/> CBCAP:	
	<input type="checkbox"/> PSSF:	
	<input checked="" type="checkbox"/> N/A:	
Action Steps:	Timeframe:	Person Responsible:
A. Wrap around Executive Board reviews both CWS and Probation policy and procedures and/or any other written doctrine or directives.	Completed by end of May 2016	Chief of Probation and Partner Agency Directors
B. An internal measurement tool is designed ensuring compliance with Wrap around philosophy and steps are addressed with elements of AB12 included.	Completed by end of May 2017	Chief of Probation and Partner Agency Directors
C. Wrap Executive Committee meets bi-annually to ensure compliance with procedures.	Completed by end of January 2018	Chief of Probation and Partner Agency Directors

SIP Planning Team

Organization	Name
Mono County Social Services	Kathryn Peterson, Director
Mono County Probation	Dr. Karin Humiston, Chief
Mono County Child Welfare Services	Alex Ellis, Social Worker Supervisor II
Mono County Child Welfare Services	Marlo Preis, Staff Services Analyst
Community Service Solutions (local non-profit)	Carolyn Williams, Executive Director
Family member associated with Mono County CWS/Probation recipient	Name withheld for privacy
California Department of Social Services, Outcomes and Accountability	Joti Bolina, Social Service Consultant
California Department of Social Services, Office of Child Abuse Prevention	Irma Munoz, Social Service Consultant

SIP Core Participants

Organization	Name
Mono County Probation	Dr. Karin Humiston, Chief
CAPC and Husky Club	Barbara Miller, Chair
First 5 Mono County Commission	Kathy Peterson, Former Executive Director
Wild Iris and CASA	Susie Bains, Director
Mono County Office of Education	Stacy Adler, Superintendent
Mammoth Unified School District	Rich Boccia, Former Superintendent
IMACA	Robyn Wisdom, Director
Mono County Behavioral Health	Robin Roberts, Director
Mono County Public Health	Lynda Salcido, Director
Foster Parent	Carolyn Balliet

County Counsel of Mono County	Stacey Simon, County Counsel
Mono County Sheriff's Office	Rick Scholl, Sheriff
Mammoth Lakes Police Department	Dan Watson, Chief
Eastern Sierra Unified School District	Don Clark, Superintendent
Mammoth Hospital	Natalie Sanders, RN/Social Worker
Benton Reservation	Adora Saulque
Bridgeport Indian Colony	John Glazier, Chief
Superior Court of California, County of Mono	Honorable Stan Eller, Presiding Judge
Superior Court of California, County of Mono	Honorable Mark Magit, Judge
Mono County Office of the District Attorney	David Hammon, Independent Public Defender
Mono County Office of the District Attorney	Gerry Mohun, Independent Public Defender

CAPIT
Program and Evaluation Description

Program Description	Program Name	Parenting Education and Co-Parenting Education
	Service Provider	Wild Iris
	Program Description	<p>1. Parenting Education Classes Parenting classes are to be provided to families identified as high risk. Such parenting program shall provide culturally competent and appropriate services to address child behavior and discipline issues as well as increase parental confidence. Such classes will be structured in a six (6) week series using the curriculum identified as <i>Active Parenting Now</i>.</p> <p>2. Co-Parenting Education Classes The focus of the Co-Parenting classes shall be to reduce conflict and strengthen families with the goal of reducing abuse and neglect in families experiencing divorce or separation, and other familial stressors. The Co-Parenting Class shall consist of an eight (8) week series using the curriculum <i>Cooperative Parenting and Divorce</i>.</p> <p>Community outreach to educate the community on the program and services is provided. Wild Iris will adjustment services and program delivery in response to participant and community needs, as appropriate. All programs are culturally competent and appropriate, and offered in English and Spanish. NOTE: As this SIP is being written, Wild Iris is also considering the use of CAPIT funds to provide supervised visitation.</p>
	OCAP Funding Source(s)	CAPIT
Identified Priority Need Outlined in CSA	The program meets the CSA-identified need (page 47) for more parent partner work with families with frequent contact. CAPIT funding in fiscal year 2012/2013 supports the <i>Parenting Partners</i> Home Visiting Program, as well as Parenting and Co-Parenting classes. CAPIT Services provide preventative services for the general public as well as clients referred via DR, VFM, Court Ordered FM, and FR. With CAPIT funding, families in Mono County receive services which would not be available otherwise. These services assist families in resolving parenting issues and prevent further involvement in CWS. (Page 25 of the CSA)	

	Target Population	Isolated families in Mono County with children at greatest risk, including those being served by CWS.
	Target Geographic Area	All areas of Mono County
	Timeline	Fiscal Years 2013-14 through 2014-15. Contracts may be modified and extended after this time period, with Board of Supervisors approval. This current contract is awarded for a two-year period.
Evaluation	Program Outcome(s)	<p>In addition to monitoring recurring attendance, Wild Iris will measure outcome by providing program logs with the count of parents reached, their age, gender, ethnicity and disability if applicable. A pre and post assessment of parenting knowledge and skill will also be provided.</p> <p>Monitoring data will be provided to grantor on a quarterly basis which will include:</p> <ul style="list-style-type: none"> • Target population served • Number of clients served, in person contacts, phone calls, mailing and website contact • Services provided • Culturally competent services provided • Number of bi-lingual services provided • Data supporting the effectiveness of service being provided • Customer satisfaction
	Quality Assurance (QA) Methods/Tracking Tools	Quarterly reports due by the provider will be reviewed and technical assistance will be provided as needed by the County CAPIT/CBCAP/PSSF Liaison, CWS staff, and Staff Services Analyst. Quarterly reports data yielding client satisfaction survey data will be reviewed, along with other indicators of program progress and success. Additionally, the Liaison and CWS staff will attend SIP Planning, Implementation, and Evaluation meetings.
	Client Satisfaction	The most effective way to measure the success of the group process (and client satisfaction) is simply by the voluntary return of its participants. Also, anecdotal data from participants will be gathered.

PSSF
Program and Evaluation Description

Program Description	Program Name	Promoting Safe and Stable Families
	Service Provider	Wild Iris
	Program Description	<p>The PSSF funding is used to support services to strengthen parental relationships and promote healthy marriages, to improve parenting skills and increase relationship skills within the family to prevent child abuse and neglect, while also promoting timely family reunification when children must be separated from their parents for their own safety.</p> <p>Wild Iris works collaboratively with CWS to identify families for whom services within each of the four designated service components may be most appropriate. These services may include, and are not limited to, the following:</p> <ul style="list-style-type: none"> ▪ Individual and Family counseling and support groups ▪ Adoptive/Foster Parent Recruitment ▪ Mentoring Services ▪ Case Management activities ▪ Housing Services and Concrete Supports (rental assistance, transitional housing, transportation, utility assistance, clothing, food, furniture, etc.) ▪ Referral services. ▪ NOTE: As this SIP is being written, Wild Iris is also considering the use of PSSF funds to provide supervised visitation.
	OCAP Funding Source(s)	PSSF funds (Family Preservation; Family Support; Time-Limited Family Reunification; Adoption Promotion and Support).
	Identified Priority Need Outlined in CSA	<p>The program meets the CSA-identified need (page 64) for:</p> <ul style="list-style-type: none"> • Mentoring and Parent Partnering • Foster and Adoptive Parent Licensing, Recruitment and Retention
	Target Population	<p>Wild Iris works collaboratively with CWS to identify families for whom services within each of the four designated service components may be most appropriate, including families at-risk.</p> <p>Time-limited family reunification services are provided in order to facilitate the reunification of a child to his/her family, safely, appropriately and in a timely fashion, but only during the 15-month period that begins on the date the child is considered to have entered foster care.</p>

	Target Geographic Area	All areas of Mono County
	Timeline	Fiscal Years 2013-14 through 2014-15. Contracts may be modified and extended after this time period, with Board of Supervisors approval. This current contract is awarded for a two-year period.
Evaluation	Program Outcome(s)	The primary goals of the Promoting Safe and Stable Families (PSSF) Program are to prevent the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption, or by another permanent living arrangement.
	Quality Assurance (QA) Methods/Tracking Tools	Quarterly reports due by the provider will be reviewed and technical assistance will be provided as needed by the County CAPIT/CBCAP/PSSF Liaison, CWS staff, and Staff Services Analyst. Quarterly reports data yielding client satisfaction survey data will be reviewed, along with other indicators of program progress and success. Additionally, the Liaison and CWS staff will attend SIP Planning, Implementation, and Evaluation meetings.
	Client Satisfaction	TBD

CBCAP
Program and Evaluation Description

Program Description	Program Name	Mental Health Services
	Service Provider	Wild Iris
	Program Description	<p>These services seek to reduce the amount of mental illness and psychological problems that arise as a direct result of victimization from domestic violence, sexual assault and child abuse, by providing funds to assist victims who are in need of long term psychotherapy services due to the psychological harm incurred from past or current abuse. For these clients, receiving necessary long-term therapeutic services would otherwise not be possible without the financial resource provided by the CBCAP grant.</p> <p>Wild Iris uses a referral network of sixteen (16) credentialed mental health providers who can offer screening, comprehensive assessment, and treatment for victims of domestic violence, sexual assault and child abuse, including children, adolescents, adults and families. Of the sixteen (16) service providers, six (6) specifically address issues of domestic violence, sexual assault, child abuse, recovery from victimization, eating disorders, severe depression and substance abuse in their practices. This network of mental health providers include Marriage and Family Therapists (MFT), Marriage, Family and Child Counselors (MFCC), Licensed Clinical Social Workers (LCSW), and Licensed Psychologists (Ph. D). Offered in English and Spanish languages.</p> <p>Wild Iris uses an assessment to determine whether a client would benefit from long-term therapy, and enrolls qualifying clients in the therapy program. In addition, Wild Iris collaborates with Mono County Public Health and Mono County Mental Health in receiving and referring clients who are considered to be at risk for domestic violence, sexual assault or child abuse, who will benefit from long-term therapy.</p>
	OCAP Funding Source(s)	CBCAP funds
	Identified Priority Need Outlined in CSA	<p>The program meets the CSA-identified need (page 47) for continued/more Parent partner/mentor working with families with frequent contact.</p> <p>Additional needs identified by community-based service provider: During a twenty four (24) month period, forty percent of Wild Iris clients in Mono County indicated they wanted help with their mental health</p>

		issues, yet were unable to access those services because they a) do not have the funds to sustain the cost of long term mental health care, b) are uninsured or underinsured and/or c) do not qualify for public mental health and social services.
	Target Population	The target population to be served is Mono County residents who have been identified as adult or child victims and/or survivors of domestic violence, sexual assault and child abuse. Funds will also serve parents of youth, primarily between the ages of six (6) through fourteen (14), who are considered to be "at-risk" for domestic violence, sexual assault and child abuse.
	Target Geographic Area	All areas of Mono County
	Timeline	Fiscal Years 2013-14 through 2014-15. Contracts may be modified and extended after this time period, with Board of Supervisors approval. This current contract is awarded for a two-year period.
Evaluation	Program Outcome(s)	<p>At end of the prescribed length of therapy, a post evaluation is administered to assist in measuring factors of success based on: 1. improvement of client's coping skills, 2. client's ability to engage in their lives in a healthier way, 3. increased understanding of the cycle of violence and its triggers, 4. Ability to identify causes and triggers of their victimization that put client at risk for violence and abuse. Measures of success may also include self-care and self-sufficiency factors.</p> <p>While maintaining for some flexibility to serve as many as possible, at minimum, grant funds would serve clients for twenty three (23) weeks, providing 100% of costs. Factors that would adjust this figure to serve more clients include a shorter time of therapy services needed, or serving clients who have partial insurance or are able to partially cover costs.</p>
	Quality Assurance (QA) Methods/Tracking Tools	Quarterly reports due by the provider will be reviewed and technical assistance will be provided as needed by the County CAPIT/CBCAP/PSSF Liaison, CWS staff, and Staff Services Analyst. Quarterly reports data yielding client satisfaction survey data will be reviewed, along with other indicators of program progress and success. Additionally, the Liaison and CWS staff will attend SIP Planning, Implementation, and Evaluation meetings.
	Client Satisfaction	Clients receiving assistance with long-term mental health therapy are required to check in with Wild Iris staff on a monthly basis to self-report on their progress. Topics may include a general overview of progress, how the client is determining his or her success, whether the client feels that therapy is benefitting them, and whether they are able to engage the skills and tools the therapist is providing. Feedback will be reviewed and used to make adjustments to the program.

CBCAP
Program and Evaluation Description

Program Description	Program Name	Parent Support Groups
	Service Provider	Wild Iris
	Program Description	<p>In collaboration with Mono County Mental Health and Mono County Public Health, Wild Iris will provide parent support and education support services in both English and Spanish, through group modalities. Services will address topics such as child development, parenting, discipline, and anger management. Curriculum from The Strengthening Families Program (SFP), an evidence-based prevention program for parents and children in higher risk families, will be employed and delivered in sufficient dosages, as determined by collaborating partners, so as to promote behavior change in high risk families. Although particular topics are introduced to group participants, traditional didactic presentations are discouraged in favor of flexible and highly interactive processes that use educational content as requested by the parent participants.</p> <p>Groups are offered at locations, times of day and week that can reasonably accommodate the majority of group participants. It is estimated that a minimum of twenty (20) participants will be served for a period of forty (40) weeks, via two (2) weekly one hour groups, facilitated in English and Spanish.</p> <p>NOTE: As this SIP is being written, Wild Iris is also considering the use of CBCAP funds to provide supervised visitation.</p>
	OCAP Funding Source(s)	CBCAP funds
	Identified Priority Need Outlined in CSA	The program meets the CSA-identified need (page 47) for more parent partner work with families with frequent contact.
	Target Population	Families countywide who are considered to be “at-risk” for domestic violence, sexual assault, and/or child abuse.
	Target Geographic Area	All areas of Mono County

	Timeline	Fiscal Years 2013-14 through 2014-15. Contracts may be modified and extended after this time period, with Board of Supervisors approval. This current contract is awarded for a two-year period.
Evaluation	Program Outcome(s)	Assist parents by reinforcing positive coping behaviors, increasing parenting skills, and increasing knowledge about educational, medical and other community resources.
	Quality Assurance (QA) Methods/Tracking Tools	Quarterly reports due by the provider will be reviewed and technical assistance will be provided as needed by the County CAPIT/CBCAP/PSSF Liaison, CWS staff, and Staff Services Analyst. Quarterly reports data yielding client satisfaction survey data will be reviewed, along with other indicators of program progress and success. Additionally, the Liaison and CWS staff will attend SIP Planning, Implementation, and Evaluation meetings.
	Client Satisfaction	The most effective way to measure the success of the Support group process is simply by the voluntary return of its participants. In addition to monitoring recurring attendance, Wild Iris will measure outcomes by providing program logs with the count of parents reached, their age, gender, ethnicity and disability if applicable. Feedback will be reviewed and used to make adjustments to the program.

CBCAP

Program and Evaluation Description

Program Description	Program Name	Community Outreach
	Service Provider	Wild Iris
	Program Description	<p>Wild Iris provides a public information initiative that advocates for the values of personal safety and interpersonal respect and provides information on reporting child abuse. This initiative:</p> <ul style="list-style-type: none"> • Provides public education to promote increased reporting of child abuse • Focuses on how to report child abuse and how referrals make a difference • Includes a public education campaign supportive of the values of personal safety and interpersonal respect.
	OCAP Funding Source(s)	CBCAP funds
	Identified Priority Need Outlined in CSA	The program meets the CSA-identified need (page 47) for more parent partner work with families with frequent contact.
	Target Population	Residents of Mono County
	Target Geographic Area	All areas of Mono County
	Timeline	Fiscal Years 2013-14 through 2014-15. Contracts may be modified and extended after this time period, with Board of Supervisors approval. This current contract is awarded for a two-year period.
Evaluation	Program Outcome(s)	<p>Public education is provided to promote increased reporting of child abuse.</p> <p>Residents are educated on how to report child abuse and how referrals make a difference.</p>
	Quality Assurance (QA) Methods/Tracking Tools	Quarterly reports due by the provider will be reviewed and technical assistance will be provided as needed by the County CAPIT/CBCAP/PSSF Liaison, CWS staff, and Staff Services Analyst. Quarterly reports data yielding client satisfaction survey data will be reviewed, along with other indicators of program progress and success. Additionally, the Liaison and CWS staff will attend SIP Planning, Implementation, and Evaluation meetings.
	Client Satisfaction	N/A

CAPIT
Program and Evaluation Description

Program Description	Program Name	Parenting Partners
	Service Provider	First 5 Mono County
	Program Description	<p>Families who struggle to cope with typical childhood behavior are vulnerable and potentially at risk of child abuse or neglect. Before families ever reach the stage of abuse, community agencies and families themselves can refer into the <i>Parenting Partners</i> Program. Through <i>Parenting Partners'</i> home visiting services, families gain the tools and confidence to cope with familial challenges without the need for a referral into child welfare services. Through the provision of three to 12, hour-long home visits—weekly, monthly, or every other month—depending on the issue and its severity, <i>Parenting Partners</i> encourage implementation of healthy and effective parenting practices using research-based curriculum and topical handouts, and help parents identify and connect with supportive community resources. <i>Parenting Partners</i> provides home visiting services using a research- and evidence-based curriculum, <i>Parents as Teachers</i>. <i>Parenting Partners</i> Program meets state and local funding priorities in multiple ways, including serving target populations of families-at-risk, use of an evidence- and research-based home visiting curriculum.</p> <p>The mission of the program is: provide families with children 1-5 years old with positive-parenting tools, developmentally appropriate activities, and information about typical development through family-centered, culturally and linguistically appropriate, home visits so families can succeed in meeting parenting challenges.</p> <p>Families offered services through <i>Parenting Partners</i> receive home visits, in either English or Spanish, on a weekly, monthly, or every other month basis. Home visits continue until the issues or high-risk status(s) that admitted them into the program are: 1) resolved; 2) the parent no longer wants to participate; 3) the home visitor loses contact with the family; 4) the family moves out of the county; or 5) the child turns six. Home visitors identify stressors, parenting behaviors, family dynamics, and child development to work with the family to address relevant issues. In the process of collaborating with the family to decide how to decrease stressors, the home visitor provides information, support, and referrals to appropriate community agencies. Once the issue has been resolved to the families' satisfaction, the 12 visit limit is met, or any of the above</p>

		mentioned reasons, home visiting services end. Before exiting the program, families will have received family-specific support, information, and referrals enabling them to be stronger and more self-sufficient.
	OCAP Funding Source(s)	CAPIT funds
	Identified Priority Need Outlined in CSA	The program meets the CSA-identified need (page 47) for continued/more Parent partner/mentor working with families in the home with frequent contact.
	Target Population	Families-at-risk, with children 1-5 years old
	Target Geographic Area	All areas of Mono County
	Timeline	Fiscal Years 2013-14 through 2014-15. Contracts may be modified and extended after this time period, with Board of Supervisors approval. This current contract is awarded for a two-year period.
Evaluation	Program Outcome(s)	<p>The goals of <i>Parenting Partners</i> are to: 1) Increase parent knowledge of early childhood development and improve parenting practices, 2) Provide early detection of developmental delays, 3) Prevent child abuse and neglect.</p> <p>The objectives of these goals are: 1) Provide families with information about pertinent community services; 2) Encourage and support parents using a strengths-based model to help them feel more confident and capable of dealing with parenting challenges; 3) Help implement positive-parenting practices with high-risk families; 4) Help families address pressing family-specific issues and follow up to offer encouragement and trouble shooting for further challenges; 5) Provide information about child safety including: home safety checklists, proper car seat installation, and positive discipline practices; and 6) Help families identify and address crisis issues and stressors.</p>
	Quality Assurance (QA) Methods/Tracking Tools	Quarterly reports due by the provider will be reviewed and technical assistance will be provided as needed by the County CAPIT/CBCAP/PSSF Liaison, CWS staff, and Staff Services Analyst. Quarterly reports data yielding client satisfaction survey data will be reviewed, along with other indicators of program progress and success. Additionally, the Liaison and CWS staff will attend SIP Planning, Implementation, and Evaluation meetings.
	Client Satisfaction	Client satisfaction is measured upon family discharge from the program using a Parent Evaluation Survey, which is submitted anonymously or with participant identification, dependent upon participant preference. Feedback will be reviewed and used to make adjustments to the program.

CBCAP
Program and Evaluation Description

Program Description	Program Name	Mono County Child Abuse Prevention Council Coordination
	Service Provider	Mono County Office of Education
	Program Description	Facilitation and coordination of the Mono County Child Abuse Prevention Council (MCCAPC), including community organization; resource development; collaboration and administrative support; coordinates public outreach for child abuse activities.
	OCAP Funding Source(s)	CBCAP funds
	Identified Priority Need Outlined in CSA	Significant Gaps in Services Include: The need to fully utilize training resources made available regionally and locally for CAPC members and parents. (CSA, page 42)
	Target Population	MCCAPC members, and residents of Mono County
	Target Geographic Area	All areas of Mono County
	Timeline	Fiscal Years 2013-14 through 2014-15. Contracts may be modified and extended after this time period, with Board of Supervisors approval. This current contract is awarded for a two-year period.
Evaluation	Program Outcome(s)	The CAPC Coordinator’s position within the education framework will help us to promote child abuse prevention strategies between and among county agencies, educators, and the public. The process outcomes will be achieved if the following are completed: Facilitate quarterly Child Abuse Prevention Council meetings; Prepare and post Council-approved agendas and minutes, all subject to Robert’s Rules of Order and the Brown Act; Function as a point of contact for Council members and the public; Participate in local efforts to implement the Strengthening Families Protective Factors Framework, and in regional CAPC teleconferences and meetings, where possible; Encourage and support community efforts to prevent and respond to child abuse and neglect; Coordinate Council’s communications with Social Services Agency and other agency and community-based offices, as deemed necessary; Maintain membership/contact information, Council’s calendar, and other information as required. The CAPC Coordinator will also help in identifying child abuse prevention strategies.

	Quality Assurance (QA) Methods/Tracking Tools	Quarterly reports due by the provider will be reviewed and technical assistance will be provided as needed by the County CAPIT/CBCAP/PSSF Liaison, CWS staff, and Staff Services Analyst.
	Client Satisfaction	N/A

Attachment I

(1) DATE SUBMITTED:		(2) VERSION	1																
(3) COUNTY:	Mono	(4) PERIOD OF SIP:	10/2/13	thru	10/2/18	(5) YEAR:	1-5	(6) Other Funds:	\$40,984										
(6) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):				CAPIT:	\$ 65,046	CBCAP:	\$29,570	PSSF:	\$10,000	Other Funds:									\$40,984
No.	Title of Program	Function of Program	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL		
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time-Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)		
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I		
1	Parenting Education (Active Parenting Now) and CoParenting Education (Cooperative Parenting & Divorce)	Direct Service	Wild Iris		\$35,164		\$0			\$0	\$0	\$0	\$0		\$3,509	Wild Iris	\$38,673		
	Promoting Safe & Stable Families	Direct Service	Wild Iris		\$0		\$0		\$2,000	\$4,000	\$2,000	\$2,000	\$10,000		\$1,000	Wild Iris	\$11,000		
2	Mental Health Services	Direct Service	Wild Iris		\$0		\$8,623		\$0	\$0	\$0	\$0	\$0		\$0		\$8,623		
3	Parent Support Groups	Direct Service	Wild Iris		\$0		\$7,036		\$0	\$0	\$0	\$0	\$0		\$2,103	Wild Iris	\$9,139		
4	Community Outreach/ Child Abuse Prevention	Public Awareness	Wild Iris		\$0		\$2,181		\$0	\$0	\$0	\$0	\$0		\$0		\$2,181		
5	Parenting Partners Home Visiting Program	Direct Service	First 5 Mono County		\$29,882		\$0		\$0	\$0	\$0	\$0	\$0		\$24,440	First 5 Mono	\$54,322		
6	Mono County Child Abuse Prevention Council Coordination	Network Development	Mono County Office of Education		\$0		\$9,160		\$0	\$0	\$0	\$0	\$0		\$9,932	MCOE & County Childrens Trust Fund	\$19,092		
Totals					\$65,046		\$27,000		\$2,000	\$4,000	\$2,000	\$2,000	\$10,000		\$40,984		\$143,030		
									20%	40%	20%	20%	100%						

**BOARD OF SUPERVISORS
COUNTY OF MONO
P.O. BOX 715, BRIDGEPORT, CA 93517**

*Linda Romero
760-932-5534
lromero@mono.ca.gov
Assistant Clerk of the Board*

*Lynda Roberts
760-932-5538
lroberts@mono.ca.gov
Clerk of the Board*

*Shannon Kendall
760-932-5533
skendall@mono.ca.gov
Deputy Clerk of the Board*

**MEETING of
March 11, 2014**

**MINUTE ORDER
M14-38
Agenda Item: 7e**

TO: Social Services/Probation

SUBJECT: Five-Year System Improvement Plan - CWS and Probation

Approve and authorize the Chairman of the Board of Supervisors to execute the Child Welfare and Juvenile Probation Services Five-Year System Improvement Plan, and the Notice of Intent for CAPIT/CBCAP/PSSF Program Funding Assurances, for the period December 12, 2013 – October 11, 2018.

Hunt moved; Fesko seconded

Vote: 5 yes; 0 no

Copies sent to:
County Counsel
Other:



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RESOLUTION NO. R01- 114

A RESOLUTION OF THE MONO COUNTY BOARD OF SUPERVISORS DESIGNATING THE MONO COUNTY CHILD AND FAMILY ADVISORY BOARD AS ITS "DESIGNATED COMMISSION" THAT SHALL CARRY OUT THE PURPOSES OF ARTICLE 5 OF CHAPTER 11 OF PART 6 OF DIVISION 9 OF THE WELFARE AND INSTITUTIONS CODE (CHILDREN'S TRUST FUND), AND ESTABLISHING THE MONO COUNTY CHILDREN'S TRUST FUND

WHEREAS, a board of supervisors may designate an existing local voluntary commission, board or council (hereinafter referred to as "designated commission") in order to carry out the purposes of Article 5 of Chapter 11 of Part 6 of Division 9 of the Welfare and Institutions Code (Children's Trust Fund); and

WHEREAS, the designated commission must either be a commission whose duties are primarily related to children, with special emphasis upon child abuse and neglect prevention and intervention services, or whose duties relate to human services; and

WHEREAS, when a board of supervisors designates such a commission, it shall also establish a county children's trust fund; and

WHEREAS, the duties of a designated commission include establishing criteria for determining those programs that shall receive funding from the children's trust fund, accepting and prioritizing proposals that meet such criteria, and making recommendations to the board of supervisors as to those proposals that the commission feels should receive funding; and

WHEREAS, the Mono County Child and Family Advisory Board is an existing local voluntary commission, board or council whose duties are primarily related to children, with special emphasis upon child abuse and neglect prevention and intervention services;

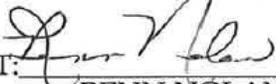
NOW, THEREFORE, BE IT RESOLVED by the Mono County Board of Supervisors as follows:

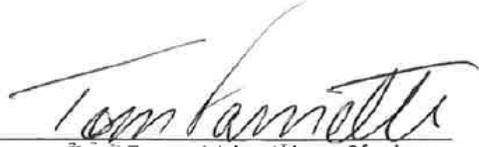
SECTION ONE: Pursuant to Section 18965 of the Welfare and Institutions Code, the Board hereby designates the Mono County Child and Family Advisory Board as its "designated commission" in order to carry out the purposes of Article 5 of Chapter 11 of Part 6 of Division 9 of the Welfare and Institutions Code (Children's Trust Fund).

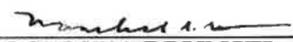
SECTION TWO: Pursuant to Section 18966 of the Welfare and Institutions Code, the Board hereby establishes the Mono County Children's Trust Fund. The Fund shall consist of such funds and be administered for such purposes as are specified by Article 5 of Chapter 11 of Part 6 of Division 9 of the Welfare and Institutions Code (Children's Trust Fund).

1 **PASSED AND ADOPTED** this 20th day of November , 2001 by the following
2 vote:

3 AYES : Supervisors Cecil, Farnetti, Pipersky & Ronci
4 NOES : NONE
5 ABSTAIN : NONE
6 ABSENT : Supervisor Hunt

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ATTEST: 
RENN NOLAN
Clerk of the Board


Tom Farnetti, Vice Chairman
Board of Supervisors

APPROVED AS TO FORM:

COUNTY COUNSEL

**CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES
FOR MONO COUNTY**

PERIOD OF PLAN: 12/12/13 THROUGH 10/11/18

DESIGNATION OF ADMINISTRATION OF FUNDS

The County Board of Supervisors designates Mono County Department of Social Services as the public agency to administer CAPIT and CBCAP.

W&I Code Section 16602 (b) requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates Mono County Department of Social Services as the local welfare department to administer PSSF.

FUNDING ASSURANCES

The undersigned assures that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds will be used as outlined in state and federal statute.⁶²

- Funding will be used to supplement, but not supplant, existing child welfare services;
- Funds will be expended by the county in a manner that will maximize eligibility for federal financial participation;
- The designated public agency to administer the CAPIT/CBCAP/PSSF funds will provide to the OCAP all information necessary to meet federal reporting mandates;
- Approval will be obtained from the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) prior to modifying the service provision plan for CAPIT, CBCAP and/or PSSF funds to avoid any potential disallowances;
- Compliance with federal requirements to ensure that anyone who has or will be awarded funds has not been excluded from receiving Federal contracts, certain subcontracts, certain Federal financial and nonfinancial assistance or benefits as specified at <http://www.epls.gov/>.

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

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

	3/21/14
County Board of Supervisors Authorized Signature	Date
Larry K Johnston	M.C. Bishop CAAAP
Print Name	Title

⁶² Fact Sheets for the CAPIT, CBCAP and PSSF Programs outlining state and federal requirements can be found at <http://www.dss.cahwnet.gov/cfsweb/PG2287.htm>