Glenn County
2012 – 2017 System Improvement Plan

Submitted by:

Glenn County Human Resource Agency
&
Glenn County Probation Department

October 2, 2012

GLENN COUNTY
BOARD OF SUPERVISORS

Willows Memorial Hall
525 West Sycamore Street, Suite B1
Willows, California 95988
530-934-6400 FAX 530-934-6419
e-mail: gcboard@countyofglenn.net
web site: www.countyofglenn.net

John Viegas, District 1
Dwight Foltz, District 2
Steve Soeth, District 3
Michael Murray, District 4
Leigh McDaniel, District 5

The following Minute Order of the Board of Supervisors is being sent to you for information or possible action. If you have any questions concerning this matter, please call the Board's office.

Minute Order of the Board of Supervisors
October 2, 2012 Regular Meeting
County of Glenn, State of California

10. **Child Welfare System Improvement Plan**

Matter: Recommendation of Human Resource Agency Director Scott Gruendl to review and approve the Glenn County System Improvement Plan covering the period from 2012-2017, and authorize the Chairman of the Board of Supervisors to execute the following documents of the System Improvement Plan to indicate approval:

a. Cover Sheets – Child Welfare Services & Probation and CAPIT/CBCAP/PSSF (Child Abuse Prevention, Intervention and Treatment/Community-Based Child Abuse Prevention/Promoting Safe and Stable Families);
b. Adopt Resolution 2012-68 *"To Request Authorization to Submit the 2012-2017 Child Welfare Services System Improvement Plan"*; and
c. Notice of Intent to enter into sub-contracts for the provision of services through funding from CAPIT, CBCAP and PSSF. (No general fund impact)

Proceedings:
a. Mr. Gruendl reviewed the aforesaid matter.
b. Byron Denton, Orland resident, commended Mr. Gruendl.

Motion/Second: Supervisor McDaniel/Supervisor Foltz
Order: Adopt Resolution 2012-68 and approve matters as set forth above
Vote: Unanimous.

Attachment F

BOARD OF SUPERVISORS
GLENN COUNTY, CALIFORNIA

RESOLUTION NO. 2012-68

RESOLUTION TO REQUEST AUTHORIZATION TO SUBMIT THE 2012-2017 CHILD WELFARE SERVICES SYSTEM IMPROVEMENT PLAN

WHEREAS, the State of California, Department of Social Services, and the Office of Child Abuse Prevention (OCAP), hereinafter referred to as "Departments," requires each county to periodically conduct a review of program and administrative practices with regard to Child Welfare Services in conjunction with partners and stakeholder, including the Probation Department and the Children's Interagency Coordinating Council, which functions as the county Child Abuse Prevention Council; and

WHEREAS, the Glenn County Human Resource Agency has completed the review process, beginning with the Peer Quality Case Review conducted in 2011, to the submission of the County Self-Assessment in the spring of 2012, and culminating in the development of the five-year Child Welfare Services System Improvement Plan; and

WHEREAS, the Glenn County Board of Supervisors has designated the Human Resource Agency as the public agency with oversight of the county Child Abuse Prevention Council; and

NOW, THEREFORE, BE IT RESOLVED that the Glenn County Board of Supervisors hereby authorizes the Director, or his designee, of the Human Resource Agency to submit the System Improvement Plan to the California Department of Social Services and the Office of Child Abuse Prevention, and authorizes the Board Chairman

to sign the Cover Sheet indicating the Board of Supervisors' approval of the System Improvement Plan.

THIS RESOLUTION WAS PASSED, by the Board of Supervisors of the County of Glenn at a regular meeting thereof on October 2, 2012, by the following vote:

AYES: Supervisors Foltz, McDaniel, Murray, Viegas, and Soeth (Chairman)

NOES: None

ABSENT OR ABSTAIN: None

Steve Soeth, CHAIRMAN,
Board of Supervisors
County of Glenn, California

ATTEST:

Sandra Pierson, Deputy Clerk
for Sheryl Thur, Clerk of the Board
County of Glenn, California

APPROVED AS TO FORM:

HUSTON T. CARLYLE, JR.
County Counsel
County of Glenn, California

☐ Coordinator
Children's Interagency Coordinating Council

The foregoing instrument is a correct copy of the original on file in this office
ATTEST: October 5, 2012
Sheryl Thur
County Clerk & Ex officio Clerk of the Board
of Supervisors, the County of Glenn, State of California
By: Sandra Pierson Deputy

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1. System Improvement Plan (SIP) Narrative

California initiated the Child Welfare Services Outcome and Accountability System (AB 636) in January of 2004. This is Glenn County's fourth cycle of participation in the quality improvement program to measure outcomes in the areas of safety, permanence and well being for children in the Child Welfare System. This will be the first cycle of integrating the CAPIT/CBCAP/PSSF Plan into the System Improvement Plan (SIP) and moving from a three-year plan to a five-year plan. Throughout the assessment process, SIP development and ongoing improvement efforts, Glenn County has benefited from collaborative efforts with several agencies and groups who contribute their expertise and valuable insight. The self-evaluation process extended participation to interagency partnerships, community members, tribal representatives, youth, parent participants and the courts using a three-part process, which includes the Peer Quality Case Review (PQCR), the County Self Assessment (CSA) and the System Improvement Plan (SIP). The County completed these processes in collaboration with community and prevention partners to develop a countywide continuum of care.

Child Welfare in Glenn County is provided by the Glenn County Human Resource Agency (HRA), Child Welfare Services (CWS) Unit. The Glenn County Probation Department provides child welfare services to youth involved in the juvenile delinquency system and who are in need of foster care. The Children's Interagency Coordinating Council (CICC) serves a dual role. First, it serves as the CICC which is a mandated membership for interagency discussion and policy for children's services countywide. Secondly, it serves as the Child Abuse Prevention Council (CAPC). The Executive Council of the CICC, consisting of the county Human Resource Agency (HRA) Social Services Director, Health Services Agency Director and Chief Probation Officer, the county Superintendent of Schools and a Juvenile Court judge, provides leadership, oversight and policy-making regarding services for children and families. The general membership of the CICC meets regularly and provides a forum for county departments, non-profit service providers, parent representatives and other stakeholders to discuss services, identify service gaps and potential funding sources, and promote a countywide continuum of care. The CICC also coordinates grant proposals to meet the needs of

children, increase funding capacity, decrease duplication of effort and promote collaboration to sufficiently serve the needs of county children and families. The CICC mandated membership roster is submitted as Attachment A.

The Quality Assurance Team, a sub-committee of the CICC, provides review, input, brainstorming and solutions for outcome improvement. CWS staff, service providers and county partners provided input for the CSA and the SIP. The committee reviews quarterly county data, services, service gaps and needs and reports back to the general membership of the CICC. Attendance of the sub-committee is not consistent. Management has begun presenting CWS issues, data and processes at the regular CICC meetings in order to increase the partnerships needed to have the larger group's feedback. The Quality Assurance Team will continue to examine system-level performance indicators and outcome-level data.

In addition, outcome data is reviewed quarterly at the Blue Ribbon Commission (BRC) meeting and is used to establish the goals of the Commission and to incorporate SIP goals that involve the court as part of that process. This group has key members from departments and agencies who interact with child welfare families. The membership roster for the BRC is submitted within this report as Attachment B.

The Management and Planning Team (MAP) is the interagency placement review team and a subcommittee of CICC. High-level placements and cases at-risk of high-level placement are reviewed for the most appropriate placements, resources and support services. This forum has been beneficial in developing interagency agreements, reviewing needs, identifying trends and evaluating data and processes. Members of this team include management and staff from the CICC, CWS, Health Services Agency, Office of Education and the Regional Center. Data is presented, reviewed and discussed by the group. The group plans and provides solutions to concerns of collaboration or service delivery.

Outcomes needing improvement are identified through review of quarterly data in consultation with CDSS and with stakeholders as mentioned above. For each outcome

measure, quarterly data reports provide standards or goals for counties to meet. The reports indicate where counties are on each measure. Areas below the standard or goal are chosen for areas needing improvement and are used to guide the Peer Quality Case Review (PQCR). The following areas were identified for CWS Social Services, CICC and Probation as needing improvement in Glenn County, with the first three bullets pertaining to CWS and the last bullet pertaining to Probation.

- Timely Social Worker Visits with Child – improve performance to meet the federal measure of compliance for this outcome measure.
- No Recurrence of Maltreatment – increase the percent of children who do not have subsequent substantiated referrals from 83.3% to 94.4%
- Reentry Following Reunification – decrease the percent of children who do not enter foster care from 20.6% to 9.5%.
- Permanency and Transition to Adulthood – improve resource utilization to facilitate transition to adulthood for youth that cannot be reunified.

The purpose of the PQCR is to learn, through intensive examination of county child welfare, how to improve child welfare services and practices. The PQCR is one mechanism for understanding social worker practice rather than validating quantitative data. The PQCR goes beyond the self assessment by bringing in outside expertise from peer counties and the community to help identify strengths and challenges of the county CWS system.

Glenn County conducted the PQCR on November 17 and 18, 2011. The PQCR review teams looked at specific cases and practices regarding the area of *No Recurrence of Maltreatment* for CWS and *Aftercare/transition to adulthood* for Probation. Interestingly the cases reviewed for recurrence had also reentered foster care. The team then provided feedback regarding identified problem areas and processes. They provided suggestions for promising practices and processes that they have found helpful in their own work. The following themes emerged as a need from the PQCR:

- limited resources of families
- transportation is inadequate
- services are not adequate, timely or affordable
- communication among service providers is challenging
- high social worker turnover
- knowledge limited to one probation officer

The following recommendations were made:

- develop and implement a alternative Dependency Drug Court Program;
- improve communication with service providers;
- increase in-home visiting services;
- standardize contact information and investigative narratives;
- create a tracking system to identify and target those children at risk of reentering foster care;
- develop a process and procedure manual for probation;
- train another probation officer; and
- implement a life skills assessment for probation youth.

Information and ideas obtained from the PQCR, focus groups, interviews and other data were presented to the various groups mentioned previously for further feedback and prioritizing needs. On July 2, 2012 a final SIP planning meeting was held to review the consolidated information from the various assessment efforts. Representatives from CWS, CICC, Parent Partners, Differential Response, Public Health, CASA, HRA Administration, VISTA and New Beginnings (provides treatment level Nurturing Parent, counseling and child endangerment classes) brainstormed ideas for effecting no recurrence and reentry to foster care. The ideas and information was then organized into a matrix and matched with the outcome areas needing improvement. On July 18, 2012 the matrix was presented to the CWS staff to further brainstorm feasibility, priority and commitment for change. Feedback from the matrix was then combined with feedback from staff. Management and identified staff then developed specific goals, objectives and tasks for the SIP matrix. As part of this process stakeholders were individually re-consulted for specific ideas to maintain support and collaboration for the efforts identified in the Plan.

A literature review was conducted using reports and briefings specific to outcomes and promising child welfare practices. The following reports and briefing were reviewed:

- Predicting and Minimizing the Recurrence of Maltreatment: Literature Review, Ryan Honomichl, PhD and Susan Brooks, MSW, UC Davis Human Services Northern California Training Academy 2009
- The Signs of Safety: A Comprehensive Briefing Paper, Dr. Andrew Turnell, April 2012 Version 2.1, Resolutions Consultancy Pty Ltd.
- California's Title IV-B Child and Family Services Plan APSR: Annual Progress and Services Report June 30, 2011

- Preventing Re-entry into the Child Welfare System: A Literature Review of Promising Practices, Holly Hatton, MS and Susan Brooks, MSW, Northern Training Academy Supporting Children and Family Services, 2008

Since reentry into foster necessitates recurrence, strategies to affect both measures share similar approaches. Both measures rely on prevention efforts and predicative characteristics like abuse history, parent's mental health and/or substance abuse, parenting skills and family support in order to target intervention to the most at-risk cases. Assessment plays a significant role in identifying risk and protective factors. For reentry the following four interventions were identified as promising practices: emphasis on early intervention; voluntary services for unsubstantiated/inconclusive referrals; substance abuse treatment; and parental therapeutic intervention. Identified post-placement services that help children remain at home include respite care, professional mentoring, transportation, child care, in-home counseling, parenting supports, financial programs, family support, life skills building and homework assistance. Safety Organized Practice (SOP) is another promising approach that presents a framework to provide clarity and focus on safety and risk for child welfare frontline practice, and improve collaboration with other professionals. It has also shown to increase retention of social work staff. SOP has just recently been initiated but promises to provide a more prevention-based framework to engage families.

A number of activities are already in place or partially implemented to affect the outcomes. Glenn County uses Structured Decision Making assessments to help make decisions. Assessments can help target the families and have been shown to have positive outcomes when used consistently. The Differential Response Program, now under the newly formed Prevention, Intervention, and Education (PIE) Unit in the HRA, has already helped improve recurrence outcomes but could be used more effectively by targeting specific cases with higher risk characteristics. Also, staff turnover has contributed to the program not being followed consistently and to a breakdown in communication between DR and CWS staff. Refresher training will be provided to reconnect these staff.

Glenn County uses SafeMeasures® to monitor social work duties and could be used more consistently to increase compliance with contact entries and to organize social worker visits. Consistent use of multi-assessment tools like SDM coupled with Family Preservation activities already in place will be used to target families with characteristics that make them at risk of reentering foster care. The Nurturing Parent Program is strong in Glenn County but does not provide the in-home service component due to the expense of this provision. Glenn County is proficient in Team Decision Making meetings, which could be used with SOP safety mapping in decisions to return a child home. Glenn County has many positive practices that can be improved upon by targeting families with characteristics that lead to recurrence and reentry.

New activities that were identified include implementing WRAP-Around Services, a alternative Dependency Drug Court and fully implementing SOP. Other recommendations that are new include improving access to substance abuse treatment, utilizing the parent support group, increasing in-home parenting services, increasing aftercare services, increasing family engagement and collaborative efforts with SOP, utilizing multi-assessments (SDM, SOP, NPP pre/post) to focus on risk, safety and protective factors. In addition, foster care recruitment, retention and training were identified as needing improvement. Glenn County included the use of resource families as a strategy in previous SIPs but was unable to accomplish this goal due to staff and foster parent turnover.

The CWS/Probation Matrix identifies Goals and Strategies intended to improve the experience of families and children involved with Child Welfare or Probation. A logic model describes how resources used in organized activities lead to specific outputs that impact a particular outcome. Please see Exhibit 1 for Glenn County's logic model that provides an overarching view of the inputs and outputs necessary to achieve outcome improvement.

Planning for the SIP has included the Prevention, Intervention and Education (PIE) Unit that provides the CAPIT/CBCAP/PSSF activities throughout the process. They are

integral to the SIP process and decision making. The SIP process has shaped how the CAPIT/CBCAP/PSSF funds will be utilized over the next five years. Consultants from CDSS worked closely with CWS and PIE staff, community partners, and stakeholders in the development of this SIP. As a result of these efforts, the SIP will align CAPIT/CBCAP/PSSF funds to promote the plan. This alignment will respond to the needs highlighted in the PQCR, CSA and the priorities established through SIP process. During the next five years, the CWS Unit and Probation Department will diligently work towards improving outcomes for children and families who receive services through the CWS and Probation systems. The Quality Assurance Team will continue to meet and monitor progress during the period covered by the SIP.

1. Part I

A. Cover Sheet – Child Welfare Services & Probation

California's Child and Family Services Review System Improvement Plan	
County:	Glenn
Responsible County Child Welfare Agency:	Glenn County Human Resource Agency
Period of Plan:	October 21, 2012 – October 20, 2017
Period of Outcome Data:	**Quarter ending:** April 2012
Date Submitted:	October 10, 2012
County System Improvement Plan Contact Person	
Name:	Cheryl Harrison
Title:	Program Manager, Child Welfare Services
Address:	420 East Laurel Street, Willows, CA 95988
Fax:	(530) 934-6521
Phone & E-mail:	(530) 934-1448; charrison@hra.co.glenn.ca.us
Submitted by each agency for the children under its care	
Submitted by:	**Glenn County Human Resource Agency Director**
Name:	Scott Gruendl
Signature:	
Submitted by:	**Glenn County Chief Probation Officer**
Name:	Brandon Thompson
Signature:	
Board of Supervisors (BOS) Approval	
BOS Approval Date:	October 2, 2012
Name:	Steve Soeth, Chairman
Signature:	

B. CWS/Probation Narrative

The area of ***No Recurrence of Maltreatment*** has consistently remained below the national standard of 94.6% for the last ten years. Over a ten-year period Glenn County has met or exceeded the standard in only two quarters and falls in the eighty percentile range, meaning that approximately nine children have subsequent substantiated referrals of abuse within six months after receiving a first substantiated abuse referral. While this measure looks at children who were not victims of a substantiated maltreatment allegation during the six month time period and were not victims of another substantiated maltreatment allegation within the next six months, the number of children who do not experience maltreatment drops significantly within 24 months to the sixty to seventy percentile rage, affecting approximately twenty to thirty children. Over a ten year period from 2001 to 2010, Glenn County has had an average of 159 children referred who do not experience maltreatment within six months following a substantiated report, and an average of nine children who experience maltreatment. Using this average and to reach a targeted goal of 94.4%, the County determined that nine more children each year (45 children over five-year period) will not experience recurrence of maltreatment.

The Northern California Training Academy at UC Davis conducted a literature review on *Predicting and Minimizing the Recurrence of Maltreatment (Susan Brooks, 2009)*. The review found that the best predictor of future abuse is whether abuse occurred in the past, thus emphasizing the importance of studying recurrence of maltreatment. The report indicates children who experience abuse are 20-30% more likely to experience re-abuse (Courtney, 1995; George, 1990; Murphy, Bishop, Jellnick, Quinn, and Poitrast, 1992; Wulczyn, 1991). Further, it is reported that cases that were initially classified as substantiated are more likely to have later reports of re-abuse. However, researchers questioned whether repeated reports of re-abuse, during an open child welfare case, are due to the heightened level of surveillance by service providers.

Substance abuse, untreated mental health issues, level of parenting skill, family size, domestic violence and socially unstable and unsupportive environments (contributing to familial stress) are factors that were identified as predictors of recurrence of abuse. In

addition, younger children and children with special needs are more likely to experience recurrence. Further, it was reported that families receiving more intensive services have more complex problems and therefore are at greater risk of recurrence than those families who receive less intensive services. Through examination of the literature, four key principles/interventions were identified for minimizing the potential for recurrence. Those areas include the following;

- Emphasis on Early Intervention,
- Voluntary Services for Unsubstantiated/Inconclusive Referrals
- Substance Abuse Treatment, and
- Parental Therapeutic Intervention

The literature review indicated a number of agency factors that affect a decrease in recurrence. The use of evidence based risk and safety assessments and planning tools can contribute to positive outcomes in this area. Utilizing a diversified response system like Differential Response can decrease recurrence. Family engagement in service planning decreases the likelihood of recurrence. Targeted interventions for families that experience predictive factors are also helpful. Several of the themes that emerged from Glenn County's PQCR align with the predictors of recurrence and the need for identified interventions cited in the literature review. Recommendations made by the peer reviewers to decrease the recurrence of maltreatment align with interventions recommended from the research.

Two current activities partially implemented or already in place to affect the outcomes in this area include Safety Organized Practice (SOP) and Differential Response (DR). DR was implemented in 2005 and was included in previous SIPs. The Differential Response Program (DR) serves families at risk of entering Child Welfare Services, or those transitioning from CWS. As referrals enter the CWS system they are designated a pathway that aligns with Structured Decision Making (SDM) safety and risk assessments completed by CWS social workers. Each referral is designated a path based on the following:

- Path 1 referrals are identified by SDM as *low risk* and do not meet the statutory definitions of abuse and neglect. The family is offered referral and support by the DR staff.

- Path 2 referrals are identified by SDM as *low or moderate risk* and meet the statutory definitions of abuse and neglect but the assessment indicates that with targeted services a family is likely to make needed changes to improve child safety. DR staff offers an array of services to stabilize the family.
- Path 3 referrals are identified by SDM as *moderate to high risk* and meet the statutory definitions of abuse and neglect. Action is necessary to protect the child. DR staff provides advocacy and support to the family during TDM meetings and provides early visitation as the family enters the Dependency system, either through a Voluntary Family Maintenance or court case.

DR helps families successfully resolve issues as they are voluntarily engaged in solutions, services and supports. Seeing families as part of the solution, DR staff engages families in identifying solutions to their problems, while CWS staff promotes prevention and intervention through the DR program. DR staff offers advocacy, resources and guidance as they ensure family's needs are met by providing the following: case management, home visiting, coordinated support to services (i.e., CalWORKs, Medi-Cal, TANF) and access to housing, food, parenting education and counseling services.

Staff turnover in both CWS and the DR program along with closures of the Family Resource Center in 2009 contributed to decreased collaborative efforts in this program. Efforts to collect and assess outcome data for DR cases have been challenging. Without the data it is difficult to determine the effectiveness of the efforts provided. Glenn County is unable to link service delivery with types of treatment services received, length of time in services, client willingness to accept services or service efficacy. Many barriers to a strong program have been overcome through continuous efforts of staff in the DR Program and CWS. Quarterly data that is more recent since the data reviewed for this SIP indicate some progress in the recurrence outcome. A change was made in 2010 to target cases with referrals of substantiated abuse and make a greater effort to maintain these families in services.

Another approach that will be implemented is the introduction of Family Team Meeting (FTM) facilitation. Family Team Meeting facilitation is an experiential training for

facilitators of Safety Organized Practice in child welfare agencies. The curriculum is designed to be used in conjunction with pre-training reading and exposure to Signs of Safety concepts and safety mapping conducted with a family. The purpose of family team meetings of any type is to build agreements between the department, families, providers and other essential team members.

During the fall of 2011, one social worker and the supervisor in the Emergency Response unit completed initial training of the overview of the Safety Organized Practice (SOP) series. The county was assigned an SOP mentor through the training academy. The supervisor ended up on medical leave and the county did not continue with the series, which is presented to a cohort of counties with peer support to the program. A new series has not started yet but the county is excited about this practice model and believes it will be an effective way to improve both the recurrence of maltreatment and the reentry to foster care outcomes. SOP is the California model of the Signs of Safety (SOS) approach developed by Dr. Andrew Turnell. This model was developed as a framework to provide clarity and focus for child welfare frontline line practice. The model has been used for a number of years in Australia, England, the Netherlands, New Zealand, Denmark, Canada and the United States.

SOS is a continuously evolving approach designed to create a shared focus among stakeholders (professionals and families) in child welfare cases. SOS seeks to create a more optimistic CWS culture based on the core principals of constructive relationships between professionals and families and among other professionals, fostering a spirit of inquiry and grounded in frontline practice. It is "...a process of creating a map of the circumstances surrounding a vulnerable child (Turnell, 2012)." SOS meetings provide the key mechanism for building and focusing on professional and family collaboration on child safety. In collaboration with service providers, families and family network members, the heart of the practice is risk assessment and safety planning that maps harm, danger and complicating factors to answer the following questions: What are we worried about? What is working well? What needs to happen? In addition, the child is involved in a word and picture process that captures the child's perspective on the good things in

their home, and on their worries and wishes. This process is accomplished with the full knowledge of the parents and helps everyone understand the child's concerns. A safety plan is then co-created with the family and their informed safety network. The plan is put into practice, monitored and carefully refined over time. Commitments are made and owned by parents in front of children, kin and friends. (The Signs of Safety: A Comprehensive Briefing Paper, Version 2.1, Dr. Andrew Turnell, April 2012, Resolutions Consultancy Pty Ltd.)

Studies show that consistent implementation of SOS increases worker morale and job satisfaction. When implemented with Differential Response Services in Olmstead County, Minnesota over a twelve year period the model proved to be quite effective and the Olmstead program is considered to be one of the USA's most successful Differential Response programs. Combined with other rigorous efforts like family conferencing, the agency tripled the number of children they work with, reduced by half the number of children in foster care and in court cases, and in 2006 through 2009 significantly reduced recidivism in foster care to 2%. Their highest risk cases are managed through regular weekly family conferencing. (The Signs of Safety: A Comprehensive Briefing Paper, Version 2.1, Dr. Andrew Turnell, April 2012, Resolutions Consultancy Pty Ltd.)

New activities the county will use to address recurrence of abuse include improved DR practices as follows:

- improved accountability regarding services;
- create brochure in English and Spanish that explains Differential Response;
- improve communication with service providers;
- utilize parent support groups and Family Team Meetings
- provide in-home services to targeted cases;
- improve access to mental health services and
- offer intense therapeutic services to children with complex mental health needs.

In addition, the county will implement the Safety Organized Practice model of assessing risk and safety planning.

Timely Social Worker Visits with Child measures the number of children requiring a caseworker contact who received the contact in a timely manner within a single month. In

previous SIPs Glenn County was able to improve the outcome of visits with children to the targeted state standard of 90 percent. In 2009, Glenn County's timely social worker visits with the child were above 90% each month. In 2010, Glenn County dropped below 90% five of twelve months, and in 2011 four of twelve months. From looking at the data for each month of 2011, 67% of the visits that did not happen were cases in Family Maintenance, 31% were in Permanent Placement and 4% were in Family Reunification. Efforts will be focused at improving visits in FM and PP cases. Glenn County will have a targeted goal that meets new standards as required by the federal government. Glenn County will attempt to visit all children (100%) in open cases each month due to the importance of visits to children reaching permanency, including reunification and maintaining children in the home once they have returned home.

This measure was developed in accordance with AB 636 and is substantially different from the federal measure, where the state reporting period is a single month and is a client level analysis, while the federal measure is an annual calculation of monthly visits at the case level. California has not met the federal measure. The concern with the methodology is the guideline that no credit is given for visits to a child for an entire year if one month is reported missing regardless of such reasons as children on run-away status, care-provider cancellations and extreme weather conditions, to name just a few. If visits have occurred in 11 out of 12 months, those 12 months cannot be counted; this methodology does not portray an accurate account of the state standards and overall quality of service delivery.

As a key task to social work practice, the frequency and quality of social worker visits is directly related to child goals of safety, permanency and well-being. Social worker visits are identified as a factor contributing to maintaining children in the home and to promoting permanency of children in foster care. "There is a body of evidence that suggests that increased visits with social workers are related to more positive outcomes in children (Bronson, 2005)." California has provided additional money to Counties to perform extra visits and is working to quantify the quality of visits. "*Social Worker Visits* is highly correlated with assessing and providing for services such that if social workers

are not visiting families sufficiently, it is highly probable that the division is not providing for continuing assessments." (California's Title IV-B Child and Family Services Plan APSR: Annual Progress and Services Report June 30, 2011.)

New activities that Glenn County will implement to improve this measure include written policy and procedures on social worker visits, utilizing visitation data in social worker evaluations, utilizing SafeMeasures® reports on timely visits to assure data entry, standardizing visit narratives to help social workers focus on assessment activities, provide a visitation planning tool to social workers, and verbal and written agreements and acknowledgements with parents about the importance of social worker visits to successful case outcomes. Special attention will be given to FM and PP cases where visits are more difficult to maintain and as previously stated, account for most of the visits not made. In addition, SOP will provide a new way of engaging families in their own planning, increasing accountability of parents and caregivers.

Reentry Following Reunification looks at the percentage of children reentering foster care within twelve months of reunifying with a parent/caretaker. The national standard for this measure is 9.9%. Glenn County's rate of reentry fluctuates significantly due to the low number of children and in some years (7.7% in 2001, 6.7% in 2003, and 6.4% in 2007) exceeds the National Standard. For the last three years (2008-2010) Glenn County's rate of reentry has ranged from 16 to 11%. Glenn County has not met the national standard for any quarter since the fourth quarter of 2009. These children are more likely to be in the 11-15 year old age range, of white ethnicity and without significant differences in type of abuse. Prior to returning a child home, social workers use the SDM assessment tools to determine readiness to reunify and the Reassessment Tool for In-Home Cases, or the Reunification Reassessment Tool prior to case closure. Children of parents with substance abuse enter foster care at younger ages, remain in foster care longer and are less likely to be reunified, and are more likely to re-enter foster care.

Several factors contribute to reentry to foster care, as identified in *Preventing Re-entry*

into the Child Welfare System: A Literature Review of Promising Practices (Hatton & Brooks, 2008). Review of the literature indicates that children 0-5 and 11-15 years of age are more likely to reenter foster care after being returned home. A family's economic status is an indicator of likely reentry as poverty has been found to be a significant contributing factor. Child characteristics that contribute to reentry included a child's mental health or behavioral issues. Key characteristics of parents include mental health, substance abuse, parenting skills and parents' ambivalence about reunification. Children of parents with substance abuse issues were two times more likely to reenter within twelve months of returning home, with increased risk within twenty-four months. Studies indicate that receiving substance abuse services does not necessarily decrease the time to reunification or improve long-term outcomes. These cases may require more time before successful reunification can be achieved. The literature review indicated several protective factors that reduced the risk of reentry, including the following: Parents with employment post-reunification; increased confidence and abilities in parenting skills; extended family; decreased depressive symptoms; and children with academic success.

Agency characteristics that were identified as contributing to reentry included the following: short stays in foster care; placement moves; services offered after reunification and prior CWS services. "Additionally, children who remained in care for 9 months or more had significantly lower odds of re-entry for re-entries that occurred between 12 and 24 months (Hatton & Brooks, 2008)." Protective factors that reduced these risks were identified as kinship care (especially for infants), regular home visits prior to reunification, special education services for adolescents and involvement in six-month progressive meetings. Some of the post-placement services identified that help children remain at home included the following: respite care; professional mentoring; transportation; child care; in-home counseling; parenting supports; financial programs; informal extended family; budgeting, shopping and meal planning; and homework assistance.

Activities and services in place to improve this measure include multi-level assessments and aftercare support services. Due to a high turnover rate in Family Preservation and

CWS staff, aftercare support has suffered. Also, an increased effort to reunify families within the statutory timeframes in the previous SIP may have caused children to be returned home or have their cases closed too soon. In addition, Drug and Alcohol services has experienced decreased funding causing them to move to a fee-for-service model of treatment. Although implemented on a sliding scale, this cost had been a barrier to most families. Sometimes families have had to use only informal supports like AA/NA as the primary treatment modality. A lack of affordable residential treatment is also a barrier to clients needing intense levels of treatment.

Use of multi-assessment practices (SDM, SOP tools, Nurturing Parent AAPI and Concurrent Planning Matrix) will be a new activity for the county to mitigate reentry to foster care. Use of the SOP along with the SDM assessments will help inform decisions about returning children home. SOP can contribute to identifying characteristics that can increase risk of reentry and protective factors that can contribute to successful outcomes. This method will also increase parent accountability and engagement by eliciting their help with service planning and clearly identifying risk factors. Glenn County will develop a matrix to identify children more or less likely to reunify within six months so that resources can be prioritized on those who will likely need more time or more intense services. Other new efforts will include improving foster care retention and recruitment of resource families, TDM meetings with SOP safety mappings prior to returning children home, improving communication with service providers, increased after care services for targeted cases with high risk indicators, and working on developing a alternative Dependency Drug/Domestic Violence Court. Glenn County will also initiate a parent satisfaction survey.

C. CWS/Probation SIP Chart & Matrices

Priority Outcome Measure or Systemic Factor: S1.1 No Recurrence of Maltreatment

National Standard: 94.6%

Current Performance: According to the January 2012 Quarterly Data Report (Quarter 3 of 2011), of 54 children who were victims of a substantiated maltreatment allegation during the six month time period, 45 were not victims of another substantiated maltreatment allegation within the next six months. This is an 83.3% rate of no recurrence of maltreatment.

Target Improvement Goal: The County will improve performance on this measure from 83.3% to 94.4%, resulting in 9 more children each year or a total of 45 children over the five year period of the SIP who will not be victims of maltreatment.

Priority Outcome Measure or Systemic Factor: 2C – Timely Social Worker Visits with Child

National Standard: This measure is in the process of being changed from 90% or above each month to the federal measure requiring that social worker contact be at or above 90% for the entire year.

Current Performance: According to the January 2012 Quarterly Data Report (Quarter 3 of 2011) the following number of children requiring a caseworker contact who had a recorded contact is as follows: 99 (85.3%), 115 (99.1%) and 108 (89.3%). Over the last three years the caseload size averaged 125 children per month. Using this estimate and in order to be in the 98% range (estimate for new federal goal) the county must have contact with 123 children.

Target Improvement Goal: The County will improve performance to meet the federal measure of compliance for this measure.

Priority Outcome Measure or Systemic Factor: C1.4 – Reentry Following Reunification

National Standard: 9.9%

Current Performance: According to the January 2012 Quarterly Data Report (Quarter 3 of 2011), of the 63 children discharged from foster care to reunification during the year 13 children reentered foster care in less than 12 months from the date of earliest discharge to reunification during the year. This is a 20.6% rate of reentry following reunification.

Target Improvement Goal: The County will improve performance on the measure from 20.6% to 9.5% resulting in 6 more children each year, or 30 over the five year period not reentering foster care following reunification.

Probation SIP Matrix

Priority Outcome Measure or Systemic Factor: 8a – Exit outcomes for youth aging out of foster care **National Standard:** There is no national standard for this factor. **Current Performance:** According to data collected by Probation in 2011/12, 50% of eligible youth received the Casey Life Skills Assessment, which helps determine the youth's ability to successfully transition to adulthood. **Target Improvement Goal:** The County will improve performance in this area by 50%, with 100% of eligible youth receiving the Casey Life Skills Assessment.

Strategy 1: Increase family engagement in Differential Response Services	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** ***S1.1 No Recurrence of Maltreatment***
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Develop brochure for DR Program	November 2012 – January 2013	CICC Coordinator
B. Provide written information to families describing DR services in English and Spanish	Jan 2012 – November 2017	CWS Staff, PIE staff
C. Train DR staff in family meeting facilitation.	November 2012 – November 2013	CICC Coordinator
D. Develop policy and procedures for family team meeting facilitation with DR services.	November 2012 – November 2013	CICC Coordinator
E. Implement Family Team Meetings in DR Program	November 2013 – March 2014	PIE Staff
F. PIE staff to complete Nurturing Parent Pre-test on all DR cases.	November 2012 – October 2017	CICC Coordinator, PIE staff
G. Evaluate recurrence of maltreatment outcome.	Quarterly December 2012 – December 2017	Quality Assurance Team
H. Evaluate aggregate data using Nurturing Parent Pre- and Post-test changes.	Annually November 2013 – November 2017	Quality Assurance Team

Strategy 2: Implement Safety Organized Practice (SOP) in Glenn County CWS	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** ***S1.1 No Recurrence of Maltreatment***
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Complete UC Davis needs analysis and implementation preparedness for SOP.	November 2012 - May 2013	CWS Program Manager, ER Supervisor, Ongoing Supervisor
B. Meet with assigned UC Davis Practice Liaison to discuss training strategy for CWS staff and begin staff trainings in Safety Mapping, word and picture processes, and Harm and Danger Statements.	May 2013 – May 2014	Program Manager, ER Supervisor, Ongoing Supervisor, UC Davis Practice Liaison
C. Develop procedural guide and/or best practice tool for using SOP.	June 2013 – August 2013	Program Manager, ER Supervisor, Ongoing Supervisor
D. Implement SOP in the ER Unit. CWS staff will utilize TDM/Safety Mapping meetings, word and picture processes, and Harm and Danger Statements in the intake and referral investigation process.	September 2013 – November 2014	Program Manager, ER Supervisor, UC Davis Practice Liaison
F. Evaluate strategy by assessing Recurrence of Maltreatment outcome	Annually November 2014 – November 2017	Quality Assurance Team

Strategy 3: Maintain face-to-face contact with child at least once each month	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** ***2C – Timely Social Worker Visits with Child***
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Develop policy and procedure for monthly face-to-face visit expectations for social workers.	December 2013 – January 2013	CWS Manger
B. Monitor month-to-month social worker compliance with visits using SafeMeasures® monthly reports during monthly individual case staffing with social workers.	January 2013 – November 2017	CWS Supervisors
C. Write clear specific visitation expectations in case plan and verbalize to caregiver and parent.	January 2013 – November 2017	CWS Supervisors and Social Workers
D. Provide individual or group training on organizing visit schedule.	January 2013 – November 2017	CWS Supervisors
E. Include compliance with month-to-month contact on social workers annual evaluation.	January 2013 – November 2017	CWS Supervisors
F. Evaluate timely Social Worker Visits with Child outcome data.	Quarterly January 2013 – November 2017	Quality Assurance Team

Strategy 4: Implement back-end Safety Organized Practice (SOP) in the Ongoing Unit	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** ***4 C1.4 Reentry Following Reunification***
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Meet with assigned UC Davis Practice Liaison to discuss training strategy for CWS ongoing staff and begin staff trainings in Safety Mapping, Family Meeting Facilitation, word and picture processes, and Harm and Danger Statements.	May 2013 – May 2014	Program Manager, ER Supervisor, Ongoing Supervisor, UC Davis Practice Liaison
B. Develop procedural guide and/or best practice tool for using SOP.	June 2013 – August 2013	Program Manager, ER Supervisor, Ongoing Supervisor
C. Implement SOP in ongoing unit.	September 2013	Program Manager, Ongoing Supervisor
D. Utilize SDM's family strengths and needs assessments with safety mapping for children three and younger. Safety mapping meeting will occur three months from detention to determine potential time to reunification, to determine the family's progress in services and to identify the family's support system and protection capacity.	September 2013 – November 2014	Ongoing Unit Supervisor, UC Davis Practice Liaison, TDM/Safety Mapping Facilitator

E. Utilize SDM's family strengths and needs assessments with safety mapping for children 3 and older. Safety mapping meeting will occur at Disposition, 6 months, 12 months and 18 months to determine if services will be sufficient to reunify family, to determine the family's progress in services and to identify the family's support system and protection capacity.	September 2013 – November 2014	Ongoing Unit Supervisor, UC Davis Practice Liaison, TDM/Safety Mapping Facilitator.
F. Evaluate Reentry following Reunification Outcome data.	November 2013 – November 2017	Quality Assurance Team

Strategy 5: Increase parent support network	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** *4 C1.4 Reentry Following Reunification*
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Develop a referral process to the Parents Anonymous meeting.	June 2013	CWS Program Manager and Supervisors, Parent Partners
B. Mandate families attend four Parents Anonymous Inc. meetings when a new case is opened.	July 2013	CWS Supervisors and Social Workers
C. Meet quarterly with Parent Partners to evaluate mandated parent attendance.	October 2013	CWS Program Manager and Supervisors, Parent Partners

Strategy 6: Develop an Alternative Family Court in Glenn County for service provision to targeted families	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** *4 C1.4 Reentry Following Reunification*
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Begin collaboration through the BRC to identify and develop a model for Alternate Family Court for Glenn County.	January 2013 – June 2013	Blue Ribbon Commission
B. Determine implementation timeline.	June 2013 – August 2013	Alternative Family Court subcommittee of the BRC.
C. Develop policy and procedure for Alternative Family Court model.	June 2013 – August 2013	Alternative Family Court subcommittee of the BRC.
D. Identify relevant training strategies for all indentified staff and court personnel.	June 2013 – August 2013	Alternative Family Court subcommittee of the BRC.
E. Develop a matrix to identify families most at risk to reenter foster care.	June 2013 – August 2013	Alternative Family Court subcommittee of the BRC
F. Implement Alternative Family Court	September 2013 – September 2017	CWS Program Manager, Glenn County Juvenile Court
G. Evaluate results by assessing Reentry Following Reunification Outcome	September 2013 – September 2017	Quality Assurance Team

Strategy 7: Improve utilization of resources within Probation to provide services to youth transitioning to adulthood	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 8a – Exit outcomes for youth aging out of foster care
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Coordinate with Glenn County ILP to ensure that all probation minors receive the Casey Life Skills Assessment.	November 2012 – November 2013	Deputy Probation Officer III
B. Utilized Life Skills Assessment to develop (with youth) TILP goals and objectives.	January 2013 – November 2017	Deputy Probation Officer III
B. Coordinate with HRA/Social Services to provide cross-training for Probation Officers, ILP and CWS staff on best practice for emancipating aged youth.	May 2013 – May 2015	Deputy Probation Officer III/Deputy Chief Probation Officer, CWS Manager
C. Develop procedural manual for Probation Officers to build knowledge base.	November 2014 – November 2015	Deputy Probation Officer III
D. Assess youth well being outcome data.	Quarterly November 2012 – November 2017	Quality Assurance Team

Strategy 8: Develop at least one Lifelong Connection for every child before they leave foster care.	☐ **CAPIT** ☐ **CBCAP** ☐ **PSSF** ☒ **N/A**	**Applicable Outcome Measure(s) and/or Systemic Factor(s):** 8a – Exit outcomes for youth aging out of foster care
Action Steps:	**Timeframe:**	**Person Responsible:**
A. Incorporate the concept of life-long connections into the Probation Procedural Manual.	November 2014 – November 2015	Deputy Probation Officer III
B. Hold permanency meetings every six months for youth in long-term care and invite individuals the youth identifies as their life-long connection to participate.	November 2012 – November 2013	Deputy Chief Probation Officer
C. Include visitation schedule in case plan for identified life-long connections.	November 2012 – November 2013	Deputy Chief Probation Officer
D. Assess number of life-long connections for each youth.	Quarterly November 2012 – November 2017	Quality Assurance Team

D. CWSOIP Narrative

Glenn County will utilize the CWSOIP funds for both CWS and Probation. CWSOIP funds the Differential Response Program staff to provide prevention services to families at risk of entering the Dependency system due to reported child abuse and neglect. In addition, the funding supports Child and Family Advocates who respond with social workers on Immediate Response Referrals and who schedule Team Decision Making meetings within 24-hours of a child entering foster care or for children who are at risk of entering foster care.

The Child Abuse Treatment (CHAT) Program is supported by CWSOIP funds by providing the matching dollars needed to draw down a total of $178,323 in funding to provide counseling services to child victims of abuse and their non-offending parent who do not have the financial means to pay for these services and to provide short-term counseling to children awaiting services. Under the Community Action Partnership and through the Housing and Community Services Unit, the CHAT Program accepts referrals from CWS, Probation, Differential Response, Victim Witness, law enforcement, county schools or individuals.

A small amount of funding is used to support outreach and capacity building in HCSU, under the umbrella of Community Action Partnership. HCSU provides over 22 programs in the county and has the ability to link families to self-sufficiency and financial assistance programs in the areas of food access, housing, victim services, child abuse treatment, job training energy assistance and financial literacy. The funding ensures prevention services are available and families/households are linked to the appropriate programs to improve poverty outcomes of at-risk families. The linkage to CWS/Probation families ensures families and children have access to emergency food as a point of access and connect them to CalFresh programs, health and nutrition workshops, and emergency special needs. The linkages to community services are a critical foundation to prevent child abuse. These funds support staff time for outreach and delivery of multiple services to link families/households in Glenn County.

The Probation Department will utilize CWSOIP funds to implement new procedures and practices to improve permanency and youth transition that increase lifelong connections and assess youth on their life skills. Also, Probation will develop a placement procedure manual for probation officers that will promote youth transitions to adulthood and they will provide training to probation staff on how to promote positive transitions.

E. Required Attachments

The attachments listed below may be located at the end of the document.

• CICC (CAPC) Roster	Attachment A
• Blue Ribbon Commission (BRC) Roster	Attachment B
• Resolution Establishing CAPC	Attachment C
• Resolution for Administration of CCTF	Attachment D
• Notice of Intent Identifying public agency for Administration of the CAPIT/CBCAP/PSSF Plan	Attachment E
• Resolution Approving the SIP	Attachment F

3. Part 2
A. Cover Sheet – CAPIT/CBCAP/PSSF

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	October 21, 2012 – October 20, 2017
Date Submitted:	October 10, 2012
Submitted by:	**Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs**
Name & Title:	Scott Gruendl, Director, Glenn County Human Resource Agency
Signature:	
Address:	420 East Laurel Street, Willows, CA 95988
Fax:	(530) 934-6521
Phone & E-mail:	(530) 934-6638; sgruendl@hra.co.glenn.ca.us
Submitted by:	**Child Abuse Prevention Council (CAPC) Representative**
Name & Title:	Linda Howe-Ram, CICC Coordinator
Signature:	L. Howe-Ram
Address:	420 East Laurel Street, Willows, CA 95988
Fax:	(530) 934-6521
Phone & E-mail:	(530) 934-1457; lram@hra.co.glenn.ca.us
Submitted by:	**Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)**
Name & Title:	Not Applicable
Signature:	
Address:	
Fax:	
Phone & E-mail:	

Submitted by:	**PSSF Collaborative Representative, if appropriate**
Name & Title:	Linda Howe-Ram, CICC Coordinator
Signature:	L. Howe-Ram
Address:	420 E. Laurel Street
Fax:	(530) 934-6521
Phone & E-mail:	(530) 934-1457; lram@hra.co.glenn.ca.us
Submitted by:	**CAPIT Liaison**
Name & Title:	Linda Howe-Ram, CICC Coordinator
Signature:	L. Howe-Ram
Address:	420 East Laurel Street
Fax:	(530) 934-6521
Phone & E-mail:	(530) 934-1457; lram@hra.co.glenn.ca.us
Submitted by:	**CBCAP Liaison**
Name & Title:	Linda Howe-Ram, CICC Coordinator
Address:	420 East Laurel Street
Fax:	(530) 934-6521
Phone & E-mail:	(530) 934-1457; lram@hra.co.glenn.ca.us
Submitted by:	**PSSF Liaison**
Name & Title:	Linda Howe-Ram, CICC Coordinator
Address:	420 East Laurel Street
Fax:	(530) 934-6521
Phone & E-mail:	(530) 934-1457; lram@hra.co.glenn.ca.us
	Board of Supervisors (BOS) Approval
BOS Approval Date:	October 2, 2012
Name:	Steve Soeth, Chairman, Glenn County Board of Supervisors
Signature:	S. Soeth

B. CAPIT/CBCAP/PSSF Plan

a. CAPIT/CBCAP/PSSF SIP Team Composition

The Quality Assurance Team, a sub-committee of the Children's Interagency Coordinating Council provides review, input, brainstorming and solutions for outcome improvement. CWS staff, service providers and county partners provided input for the CSA and the SIP. The committee reviews quarterly county data, services, service gaps and reports back to the general membership of the CICC. Attendance of the sub-committee is not consistent. Management has begun presenting CWS issues, data and processes at the CICC regular meetings in order to increase the partnerships needed to have the larger group's feedback.

b. Child Abuse Prevention Council (CAPC)

Children's Interagency Coordinating Council (CICC) Mission Statement:

> *To provide a collaborative community forum for coordinating culturally appropriate, multidisciplinary services and resources to support the needs of children and families and to prevent incidents of child abuse in our county.*

The Board of Supervisors of Glenn County has approved the formation of the local Child Abuse Prevention Council (CAPC), known as the Children's Interagency Coordinating Council (CICC). The CICC was established in Glenn County in 1990. In Glenn County, the CICC serves a dual role. First, it serves as the CICC according to Welfare and Institutions Codes (WIC) 18986.10. The CICC is mandated to accomplish the following:

a. Collaborate on a countywide basis to ensure children received the required services.
b. Identify all agencies that have a joint responsibility in providing services to children.
c. Identify gaps in services.
d. Develop policies and procedures to ensure effective services.
e. Implement private and public collaborations.
f. Provide countywide case management to coordinate resources.

Training and technical assistance will be provided to the Council on how to support CAPC and promote public awareness. As part of the Quality Assurance Team, data is collected on child abuse and persons are trained to evaluate that data and the systems in place.

Secondly, the CICC functions as the Child Abuse Prevention Council (CAPC) according to WIC 18982. The mandated members are almost identical. When the CICC functions as the CAPC it is mandated to accomplish the following:

a. Provide a forum of interagency cooperation in the prevention, detection, treatment, and legal processing of child abuse cases.
b. Promote public awareness of the abuse and neglect of children and the resources available.
c. Encourage and facilitate training of professionals in the detection, treatment and prevention of child abuse and neglect.
d. Recommend improvement to service delivery systems.
e. Encourage community support for child abuse and neglect programs.

CICC representation consists of membership as per **WIC 18986.11** (see attachment). The CICC operates as a multidisciplinary team as defined under W&I Code Section 5328 (1) and 1895 (d) and Section 18961 regarding the form, duties and confidentiality requirements. The CICC consists of an Executive Council and the General Membership body. The Executive Council is the leadership, oversight, and policy-making arm of the CICC. Primarily the Directors of the Human Resource Agency (HRA), Health Services Agency (HSA), Probation, the Juvenile Court Judge and the County Superintendent of Schools provide leadership for the General Council. The CICC Coordinator serves a dual role as staff for council at large and as the liaison for CAPC.

The General Membership of the CICC meets regularly and provides a forum for interagency discussion and policy. This public forum allows various county departments, non-profit service providers, parent representatives, and other stakeholders to discuss services, existing gaps, and potential funding sources. The CICC reviews grant proposals countywide to ensure that proposals meet the needs of children, increase funding capacity, decrease duplication and promote collaboration to sufficiently work towards child abuse prevention and the coordination of services. Public testimonies are welcome at every CICC meeting.

The Glenn County Children's Interagency Coordinating Council (CICC), which also functions as the Child Abuse Prevention Council (CAPC), pursuant to Welfare and Institutions Code 18986.10 and 18982 established its authority over the California Children's Trust Fund (CCTF) for the County of Glenn and receives CCTF funds and

Kids Plate revenue. The dollar amount received in FY 2011/12 was $12,659. The funds contribute to support the CICC Administrative Coordinator who serves as the CAPIT/CBCAP/PSSF liaison, staff support for CICC, and implements all CICC activities and functions.

c. PSSF Collaborative

Welfare and Institutions Code §16602 requires the establishment of a PSSF collaborative. For the purposes of planning for the use of PSSF funds, the local planning body was the SIP Quality Assurance Team who participated in the County Self Assessment (CSA) and the System Improvement Plan (SIP). During the CSA/SIP process group meetings, focus groups, surveys and planning meetings occurred to solicit input from stakeholders to achieve the goals of Promoting Safe and Stable Families (PSSF). The group determined, by consensus, that PSSF funds would be most effective utilizing Child and Family Advocates to link services and provide family support services for families at risk of child abuse and/or receiving time limited reunification including adoption support services.

d. CCTF Commission, Board, or Council

The Glenn County Children's Interagency Coordinating Council (CICC), as noted previously, serves as the council county's CCTF. This was approved by the Glenn County Board of Supervisors in Resolution No. 1991-21 (Attachment D). CCTF information as specified in W&I code section 18970 (c) is collected and published in the Office of Child Abuse Prevention (OCAP) annual report.

e. Parent Consumers

The Parent Partners Subcommittee was re-established in June 2011 in order to stand in solidarity with at-risk families and to maintain a strong focus on child maltreatment prevention and promote the six protective factors for strengthening families throughout the Glenn community. The CICC will continue to have at least one parent consumer member but no more than two parents serving in the role of Parent Partner representative(s) on the council. The designated parent(s) will be involved in the planning and execution of Parent Partners and facilitate community events for families and future

support groups based on need. They will also be prepared to actively participate in forums, peer reviews and to offer valuable feedback/insight on current and future child welfare issues.

To enhance such activities, the Parent Partner representatives will be trained in leadership skills by becoming an affiliate of Parents Anonymous Inc., a national organization supported by an evidenced based program that supports community-driven, mutual support groups that strengthen families and develop parent leadership skills with a focus of child maltreatment prevention and building protective factors. The affiliation would sustain and expand program development and capacity building efforts sponsored by the CICC by utilizing CCTF/CBCAP funding. Stipends are given to parent representatives attending CICC meetings regularly, facilitating subcommittee meetings, as well as trainings to promote and support parent leadership and involvement. The stipend(s) will support parents for costs associated with child care and transportation. CBCAP funds will allow for costs associated with registration, materials, and related event costs for parents to attend trainings.

f. The Designated Public Agency

The public agency designated by the Glenn County Board of Supervisors to administer the CAPIT/CBCAP/PSSF programs is the Glenn County Human Resource Agency (HRA), Department of Social Services. The authorized person to sign on behalf of the agency designated by the Board of Supervisors (BOS) responsible for program administration is the HRA Director. Administratively, the HRA is led by the Social Services Director and a Chief Deputy Director responsible for the management of child welfare, employment and eligibility programs. The CICC Coordinator is responsibility in the administration and oversight of CAPIT/CBCAP/PSSF programs. The Administrative Services Officer (analyst) is responsible for fiscal monitoring. The CWS Program Manager and the CICC Coordinator are responsible for the development of the CSA, SIP, annual reports and all other responsibilities required of these funding sources. The agency ensures subcontractor accountability through monthly monitoring of the providers' activity reports and financial invoices

g. The role of the CAPIT/CBCAP/PSSF Liaison

The Glenn County Children's Interagency Coordinating Council (CICC) also functions as the Child Abuse Prevention Council (CAPC), pursuant to Welfare and Institutions Code 18986.10 and 18982 respectively. The CAPC representative designated by BOS is the CICC Coordinator who additionally serves as the liaison for CAPIT/CBCAP/PSSF. The CICC Coordinator is responsible for, but not limited to the following:

- Providing program management, coordination and oversight of contracted services for CAPIT, CBCAP and PSSF;
- Insuring data reports from service providers are prepared, received and submitted in a timely manner;
- Disseminating prevention information to the appropriate entities throughout Glenn County;
- Organizing child abuse prevention and neglect activities such as annual countywide child abuse prevention and family resource events;
- Coordinating all CICC Executive and General Council meetings;
- Creating subcommittees/workgroups as needed and serving as facilitator and/or recruiting a chair;
- Implementing efforts indentified by subcommittees and approved by executive and general membership;
- Providing ongoing evaluation of progress on objectives;
- Complete an annual report which is presented to the County Board of Supervisors and/or governing agencies;
- Coordinating ongoing participation with the Regional Child Abuse Prevention Council (CAPC) in Northern California;
- Managing the Prevention, Intervention and Education Unit (PIE) staff and programs; and
- Managing AmeriCorps members and activities related to prevention assistance for at-risk families.

h. Fiscal Narrative

1. Glenn County's overall processes and systems for fiscal accountability

The County maintains fiscal accountability through reporting requirements of service providers and internal Department checks and balances. Local community service providers receiving CAPIT/CBCAP/PSSF and CCTF funds are under contract with Glenn County, and are obligated to comply with fiscal and program requirements including monthly submission of invoices, activity reports and submission of any other information or report requested. The Department's Administrative Services Officer ensures service providers accountability through quarterly monitoring of the

providers' activity reports, the Fiscal Department monitors monthly financial invoices, tracks/stores and prepares dissemination of fiscal data required by CAPIT/CBCAP/PSSF and CCTF funding. Monthly fiscal reports are provided on prevention expenditures and remaining budgeted balances to the CICC Coordinator. The CICC Coordinator additionally reviews all invoices and reports for accuracy and outcome measures are reviewed for compliance and progress.

2. **Funding maximization through leveraging of funds**

   Glenn County leverages CAPIT/CBCAP/PSSF revenue with Child Welfare Improvement, County School District and First 5 funding. The county and the CICC will continue to explore ways of leveraging these funds as opportunities arise. In the County's subsequent Request for Proposal for child abuse prevention services, applicants will be required to indicate any existence of other funding sources or in-kind match dollars. Preference will be given to applicant agencies that can demonstrate leverage funding and/or resources. The county also ensures that all match requirements (e.g., 10% for CAPIT) are met by funded agencies.

3. **Assurance that funds received will supplement, not supplant.**

   The County assures that CAPIT/CBCAP/PSSF funds shall not be used to supplant (i.e., take the place of or replace) State or local public funds and services. Funding shall be used only to supplement existing levels of service. Requirement on non-supplantation will be articulated in the Request for Proposal issued for CAPIT/CBCAP/PSSF funds.

4. **Twenty (20) percent threshold for each of the four service categories.**

   In accordance with Federal guidelines, the Glenn County Human Resource Agency, Social Services Division contracts with the HRA Community Action Division of the Agency to promote Preserving Safe and Stable Families (PSSF) services. The County intends to allocate available PSSF funding to reflect the 20 percent threshold for each of the four service categories: Family Support, Family Preservation, Adoption Promotion and Support and Time-Limited Family Reunification services. The following service objectives and goals are coordinated in conjunction with Child Welfare improvement activities, requirements, initiatives and implementation of the SIP expectations:

- Objective: Increased awareness of family support services by Glenn County families.
- Objective: Improvement in family relationships and emotional health of children and families served via the PSSF program.
- Objective: Increase the number of positive supportive relationships served by the PSSF program.

The Quality Assurance Team evaluates via pre/post assessments, levels of client participation and engagement and by client outcome success. Areas identified as needing improvement or gaps are managed by the CICC and addressed at the program level depending on the need. The programs that have proven effective are: parenting classes, self-esteem classes, learning about the cycle of violence and counseling services. The areas identified as needing attention include:

- Establishing support groups and services for pre- and post-adoptive families;
- Increasing the availability of in-home services; and
- Development of a criteria matrix to identify and track families with a high risk of reentry.
- Drug and alcohol assessments.

i. Local Agencies – Request for Proposal

All amounts charged against CDSS funds are certified as properly chargeable as expenditures for administration of welfare programs in accordance with all provisions of the California Welfare and Institutions Code and rules and regulations of the California Department of Social Services. Priority for service funding will go to serve the needs of children at risk of abuse or neglect and funded agency shall have demonstrated effectiveness in prevention or intervention. The HRA will ensure that anyone awarded funding has not been suspended or debarred from participation in an affected program and that not for profit subcontract agencies have the capacity to transmit data electronically.

HRA will assure that agencies that are funded demonstrate broad-based community support and meet the following requirements:

- services are not duplicated in the community;
- are based on needs of children at risk, especially those 14 years of age and under;
- are supported by the HRA, a public agency;
- are culturally and linguistically appropriate to the populations served;
- minority population shall be reflected in the funding of projects;

- and training and technical assistance shall be provided by private, nonprofit agencies.

In addition, Glenn County follows its internal policy/procedures concerning purchase of services and contract administration (Glenn County Administrative Code Titles 5 and 9). All contracts for services that exceed $20,000 require a competitive bid process, which includes a formal *Request for Proposal* bid package (with a defined scope of work, contract term, compensation, insurance and non-discrimination information), as a public notification requirement. All such bids are reviewed by Agency and administrative staff, with a recommendation made to the County Board of Supervisors as to final award.

j. CBCAP Outcomes

CBCAP funds will be utilized to support activities identified through the CICC that support child abuse awareness in the community. This service can be coordinated by the CICC group or via sub-contract to a local community agency/organization or resource. All activities will be coordinated and promoted with local community representatives to capture a broader audience. Activities that have been supported through the CICC body include the following: Student Response Team (SRT); School/Agency Connection Day; ICWA Training; Fatherhood Workshop; Nurturing Parenting Facilitator trainings for social workers, instructors, parents as mentors and staff in various county agencies; and county collaborative discussions on anti-bullying in the schools and community.

Primary and/or secondary prevention programs funded through CBCAP will be expected to demonstrate capacity to nurture resilience strengths in families they serve. The target population for CBCAP funded programs will include vulnerable families with children that are at risk of abuse or neglect. These would include:

- Parents, especially teen parents and parents with young children;
- Children and adults with disabilities;
- Ethnic minorities;
- Members of underserved or underrepresented groups;
- Low-income family households;
- Homeless families and those at risk of homelessness.

The overall goal of Glenn County's Child Abuse Prevention Program is to increase the awareness and outreach to families of the community. The planning team developed

several goals in conjunction with the services to be provided in the community. Currently, there are few funding opportunities to support on-going child abuse prevention efforts identified by parents in Glenn County. By providing CBCAP funding for services such as the Child and Family Celebration Fair, Community Resource Fair, Parent Development trainings, Father involvement/support and on-going child abuse issues/needs that are identified by the CICC and Family Support Advisory Boards, the prevention and awareness outreach should be successful. The majority of the funding will be dedicated to further strengthening and growing the Children's Interagency Coordinating Council (CICC) and supporting the CICC Coordinator.

i. Engagement Outcomes

- Parents will increase their knowledge in the activities and services of the Differential Response Program.
- Parents will identify their own service needs through participation in family decision meetings.
- Parents will identify their strengths as a parent and develop an understanding of the different domains of parenting that reflect their protective capacity through completion of the *Adult Adolescent Parenting Inventory* (AAPI).

ii. Short Term Outcomes

- Parents will increase their knowledge of community resources and how to access them.
- Parents will have an opportunity to participate in healthy and fun activities with their children.
- Parents will have an opportunity to identify service needs through the Community Needs Assessments administered at all CICC events.
- Parents will be connected to services through referrals to programs that meet their identified needs.

iii. Intermediate Outcomes

- Parents will increase their use of positive discipline skills through the use of Nurturing Parent techniques.
- Parents will increase their social support system.
- Parents will advocate for service changes that meet their needs.
- Parents will guide changes in service programs through completion of client satisfaction evaluations.

iv. Long Term Outcomes

- Services are identified, developed and funded through the use of relevant data.

- Programs are developed by parent directed participation.
- Services meet the needs of community families.
- Families have strong support systems that interact with services providers.
- Decrease in the incidences of child abuse and neglect.
- Decrease in identified gaps in services by Community Needs Assessments.

k. Peer Review

CBCAP funding is mainly used to support the myriad of functions the CICC Coordinator performs. For future grantees of funds, an annual Peer Review process will be used to ensure that the CBCAP Peer Review process will be using the Assessment and Best Practice document for a guideline to develop any protocols and processes for Peer Review.

l. Service Array

CAPIT/CBCAP/PSSF funds are coordinated with a variety of services to help children remain at home or return safely to their families, increase family support systems and develop protective parenting skills. Service contracts use braided funds from Federal, State, and County sources including but not limited to CAPIT, CBCAP, CCTF, PSSF and the Child Welfare Services allocation, which improves efficiencies and reduces duplication of services.

CAPIT Funds

Nurturing Parent Programs

Glenn County has adopted the Nurturing Parenting Program (NPP) countywide. This curriculum provides parent education coupled with interactive parent/child sessions. It promotes an experience for families who recognize the need for parenting their own children in a more positive way than they were parented. Topics for sessions can be determined by the parents and caregivers immediate concerns and from the pre-assessment of parenting skills given to all clients to serve as a benchmark of learning and comprehension. Post assessments are given when they complete a series of sessions to measure change. Program staff also can provide case management/referrals and short term counseling for families in crisis.

The Nurturing Parenting Model is used throughout the county by some primary grade schools, preschools and the Foster Family Home Licensing unit. First 5 Glenn County, Glenn County Teen Parenting Program, Glenn County Adult Education and New Beginnings, a local non-profit agency, receive CAPIT funding to provide different levels of Nurturing Parenting classes to diverse target populations.

The First Five Commission of Glenn County provides both funding and oversight for the Little Learners Program and the Nurturing Parenting Program in various county locations. First Five services are provided at both the prevention level, to parents *at risk* of child abuse, and at the intervention level, to parents referred through Child Welfare. CAPIT funds are provided to First Five, allowing them to conduct Nurturing Parent classes, which are offered to CWS-referred families with children 0 to 5 years old.
The Glenn County Office of Education (GCOE), Adult Education Program provides classes targeted for prevention level participants countywide with children 6 to 18 years old. Parents participating in treatment level parenting can be referred to the Adult Education Program for step-down Nurturing Parent classes as they progress in treatment level services. GCOE also provides child care for participants. Services are provided in the Orland community.

New Beginnings Inc. provides Nurturing Parenting classes at the treatment level for targeted child welfare participants with children 6 to 18 years old. Services are provided in two locations in the county.

Glenn County Public Health provides in-home Nurturing Parenting classes and support for prevention and intervention level participants who are pregnant or parenting teens.

All service providers meet quarterly with CICC members to discuss program progress, barriers, curriculum and data collection. Each service provider is responsible to administer pre and post assessments using the parent inventory tool developed by NPP to ascertain the level of competency in each of the five areas. A strong underlying component of the Nurturing Parenting Model promotes increased community and

neighborhood involvement. The Parent Partner group will eventually have support groups to facilitate ongoing participation in the NPP philosophy.

Drug and Alcohol Assessments

Based on the SIP goals and utilizing CAPIT funding, the county Drug and Alcohol Services will administer the Addiction Severity Index, Lite version (ASI-Lite) to clients participating in prevention level DR services. This assessment is a shortened version of the Addiction Severity Index (ASI). It is administered to clients to identify any barriers to overcoming addictive behaviors, including the client's ability to pay for services due to inadequate financial resources. The ASI is a semi-structured instrument used in face-to-face interviews conducted by clinicians, researchers or trained technicians. The ASI assesses the following areas: medical, employment/support, drug and alcohol use, legal, family/social and psychiatric domains. The ASI obtains historical information about problem behaviors, as well as problems within the previous 30 days. The ASI-Lite contains 22 fewer questions than the ASI and omits items relating to severity ratings and a family history grid. This assessment helps DR staff determine the level of substance abuse present with the families being served and assures referral to the proper level of substance abuse treatment services.

Home Visiting

New this fiscal year, based on the County Self Assessment and to align with our SIP goals, the Glenn County Office of Education, Child and Family Services (CaFS), will collaborate to provide timely and consistent Home Visits by trained and experienced CaFS home visiting staff utilizing CAPIT funding. Participating families that are referred by PSSF-funded PIE staff will receive timely access to home visiting services to support safe and stable families using strength-based services including parent education, child development information and child behavior management techniques. Assistance with access and support to a continuum of services will be provided and will include enrollment and eligibility information (i.e., Head Start/Early Head Start and state subsidized child care), referrals and support services within the community and beyond. Provide guidance as their child's *first teacher* with the use of evidenced-based

curriculums such as *Partners for a Healthy Baby* and *Creative Curriculum Learning Games*. These services offer the opportunity to set and achieve personal and family goals.

CBCAP Funding

CICC Coordinator

The majority of the CBCAP funding will be dedicated to further strengthening and growing the Children's Interagency Coordinating Council (CICC) through partial support of the CICC Coordinator position. The Coordinator works closely with all child serving agencies to strengthen child abuse prevention, intervention and treatment activities and outreach throughout the county. This position assures services are not duplicated, are provided collaboratively when they can be and that a continuum of services is provided. The coordinator organizes and facilitates collaborative grant writing, data review, trainings, workshops and special events that promote child abuse awareness and prevention. Current efforts coordinated by the Coordinator are shown in the following table:

	CAPIT	CBCAP	CCTF	PSSF	CWSOIP
Aftercare Counseling	X				
CICC		X	X		
Child Abuse & Neglect Prevention Education Program		X			
Child, Family & Community Free Resource/Information Events		X	X		
Community Outreach for child abuse/neglect prevention		X			
CASA collaborative events			X		
Differential Response					X
Domestic Violence Awareness		X			
Drug and Alcohol Assessment	X				
Family Team Meetings (FTM)				X	X
First 5 Glenn County	X				
Grindstone Indian Rancheria collaborative		X			
In-Home parenting classes	X				
In-Home Visiting Program	X				
Literacy Programs		X			
Management Planning Team (MAP)		X			
Nurturing Parenting Program	X	X		X	
Pregnant and Parenting Team Program	X				
SPARK		X			
Transportation				X	X
Youth Employment Services		X			

The coordinator also provides program accountability through monitoring of the CAPIT, CBCAP, CTF and PSSF expenditures and program outcomes and maintains on-site records of the service providers who receive PSSF and CAPIT funding. In addition, the coordinator develops referral forms and documents to track and assess services.

The CICC Coordinator supervises a diverse staff and manages related child abuse prevention funding sources/programs and prevention, intervention, and education programs, which include: Children's Interagency Coordinating Council (CICC), Differential Response (DR), Independent Living Program (ILP), Foster Family Home Licensing (FFHL) and Relative/NREFM Approvals, AmeriCorps, Child Abuse Prevention, Intervention, and Treatment (CAPIT), Promoting Safe and Stable Families (PSSF), Community Based Child Abuse Prevention (CBCAP), Children's Trust Fund (CTF). CICC Coordinator additionally serves as the liaison for child abuse funding sources.

Community Awareness Events

Glenn County observes April as Child Abuse Prevention and Neglect Awareness Month each year. The main event is the annual Child and Family Celebration Fair and is sponsored by the CICC through CBCAP. In addition, the CICC sponsors the Community Resource Fair as part of Bi-National Health Week in October. Information about events and other prevention activities are provided to the general public through flyers, posters, banners, radio, television and local newspapers. In 2009, the CICC Coordinator implemented a website for community members to access important information on child abuse and neglect prevention, health and safety, bullying prevention, foster youth resources, Foster Family Home Licensing, father involvement, local events presented by CICC and partner agencies, as well as CICC general information. Brochures on child abuse and neglect prevention are in many of the county and community agencies and are displayed at events such as the Community Resource Fair, the Glenn County Fair, and the Child and Family Celebration Fair.

Countywide Prevention Education

Classroom education is provided for children by Glenn County Health Services Agency, Public Health Department, in coordination with the CICC Coordinator. Programs offered by Empoweredkids.com such as *What Tadoo* and *What Tadoo with Secrets* are presented for educators, parents and children in the classroom to prevent abuse and provide education. This is funded through CBCAP. Mandated Reporter training is provided in collaboration with Child Welfare staff and the CICC Coordinator to schools, county agency staff, HRA staff, and any other groups that request the training. CWS and the CICC Coordinator avail themselves to civic groups, churches and others to do presentations about prevention of child abuse and neglect. In addition, the CICC coordinates the countywide collaboration with HRA, Mental Health, Glenn County Office of Education, Domestic Violence Protocol Council and local law enforcement to address and implement bullying prevention programs and activities countywide.

Parent Partners

The Parent Partners Subcommittee of the CICC, re-established in June 2011, stands in solidarity with at-risk families and maintains a strong focus on child maltreatment prevention and works to promote the six protective factors for strengthening families throughout the Glenn community. The CICC has at least one parent consumer member serving in the role of Parent Partner representative on the council. The designated parent will be involved in the planning and execution of Parent Partners and will facilitate community events for families and future support groups based on need. They will also actively participate in forums, peer reviews and to offer valuable feedback/insight on current and future child welfare issues.

To enhance such activities, the Parent Partner representative(s) will be provided training in leadership skills as they become an affiliate of Parents Anonymous Inc., a national organization supported by an evidenced based program that supports community-driven, mutual support groups that strengthen families and develop parent leadership skills with a focus of child maltreatment prevention and building protective factors. Stipends are given to parent representative(s) attending CICC meetings regularly, facilitating subcommittee

meetings, as well as trainings to promote and support parent leadership and involvement. The stipend(s) will support parents for costs associated with child care and transportation. CBCAP funds will allow for costs associated with registration, materials, and related event costs for parents to attend trainings.

PSSF Funding

Team Decision Making Meetings

A PIE staff person assists CWS staff on emergency calls for traditional child welfare referrals where child is at risk of entering foster care. PIE staff provides emotional support and family advocacy by setting up immediate Team Decision Making meetings prior to detention. The parent is involved in decision making and problem solving to prevent placement in foster care. The family's strengths are utilized to develop a safety plan. These services help to facilitate family stability, safety and functioning and provide resource and referrals to services.

Pre-placement preventative services funding does not adequately meet the needs of Glenn County families. Client success is measured through the family's ability to stabilize, become involved in services and have no recurrence of maltreatment. Monthly case reviews with supervisor and CWS staff are held. No subsequent referrals indicate success and improved family stability, safety and functioning and prevention of entry into foster care. Client satisfaction is measured by client having a voice in decision making and problem solving, increased family engagement and prevention of entering foster care.

Case Management

A PIE staff person assists traditional child welfare cases after court dismissal to assure a positive transition and to maintain supportive services. Staff members additionally provide limited-time monthly home visits, for support, advocacy and case management. These services help to facilitate family stability, safety and functioning and provide resource and referrals to services. Case management provides a smooth transition and follow-through with services after CWS closes the case.

Service provider's service delivery system is measured through the family's ability to transition and maintain needed level of service or transition to step down services.

Monthly case reviews are conducted with CWS supervisor and staff. A review of re-entry into the foster care system and no reentry indicates program success. Progress achieved in the program is improved family stability, safety and functioning and prevention of re-entry into foster care. Client satisfaction is measured by level of engagement and prevention of reentering foster care.

Family Team Meetings (SOP)

Identified PIE staff will be trained as facilitators of FTM. The curriculum is designed to be used in conjunction with Signs of Safety concepts and safety mapping conducted with a family. It is largely the responsibility of the meeting facilitators to bring together disparate groups to solve problems and build critical agreements and decisions to enhance the safety of children and families. The curriculum is designed to be used in conjunction Signs of Safety concepts and safety mapping conducted with a family.

In another effort to be responsive to the communities, forums are held periodically to gather input from the various neighborhoods and community members. These forums have included representatives from the faith-based community, former foster youth, foster parents, consumers of CWS services and various providers. Every two years, the HRA develops a Community Action Plan in collaboration with three other small counties. As part of that process, forums are held and the community is surveyed to determine their priorities and service needs. Additionally, the CICC administers Community Needs Assessments two to three times a year at community events to further identify gaps in services in the county; results are tabulated and presented at the CICC meeting. Representatives from each department serve on the CICC and report at the general council meetings on the gaps in services for children and families identified in surveys. The CICC General Council collaborates to find the agency and or agencies that can best serve the need.

Transportation

In setting up TDM meetings, PIE staff member sets up immediate family visits and transportation services. When families have transportation barriers to receive services being able to engage in services immediately after contact with CWS and to start visiting

right away contribute to timely family reunification and can be measured by the twelve-months to reunification outcome.

Detention child supervision

During detentions PIE staff assists CWS by providing supervision to the child while the CWS worker determines placement. PIE staff starts an immediate relationship with the child and helps to determine who the child turns to when the parent is not available (i.e., identifies the child's support system) and what the child needs from their home to comfort them prior to going into placement.

After-hours/On-Call assistance

PIE staff assists CWS staff on emergency call back for traditional after-hour child welfare referrals. They provide emotional support, family advocacy and immediate family engagement. Team Decision Making meetings are scheduled within 24 hours of detainment. Staff identifies family support system, potential relative caregivers and invites to TDM meetings.

PIE staff member facilitates permanency through reunification of the child with the family by advocating for children's and parent's wishes and remains connected to family as child welfare staff shifts between front end and back end workers, and provides a single point of contact. The Child Welfare System does not provide this consistency due to changing workers when the case status changes.

Client success is measured through mandated time to reunification outcomes and reviewing the data to ensure identified outcomes were being affected. The progress achieved by PIE staff is demonstrated in an increase in reunification within 12 months due to timely TDM meetings, increased visits and maintaining support systems from the start of a case. Client satisfaction is measured by client having a voice in decision making, increased family contact and engagement and shortened time in foster care.

Trainings and family events for pre- and post adoptive parents

Services designed to assist with the placement of children for adoption in Glenn County are provided through an MOU with the California Department of Social Services, Adoption Bureau Chico District Office. Adoption, promotion and support services (through PSSF funding) are provided to support PIE staff who assist post-adoptive families at risk of child abuse or adoption disruption in accessing services, as well as promoting workshops, trainings and events to assist in the development of community support systems and information relevant to children in pre-adoptive and post-adoptive families.

A PIE staff member performs home visits in a team format with social workers and/or staff; regular contact with families; resource linkages and referrals for services; building community partnerships with multiple partners; transportation for clients; when appropriate CAD staff member coordinates Team Decision-Making (TDM) meetings and coordination/facilitation of support groups, and staff performs outreach at CICC community events.

There is a lack of access to post adoptive services in Glenn County. This program service delivery system is evaluated by CWS. Data is reviewed to ensure identified outcomes are being affected. The majority of the children in care are placed with relative caregivers who eventually gain custody. Pre and post assessments are given to clients. The case worker creates objective goals from the pre-assessment (focus areas of crisis or at risk) and tracks the achievements throughout the case, and from the post assessment at the end of services to ensure client satisfaction.

Resource and Referral at the courthouse

PIE staff will provide overview and support of Parents Anonymous Parent Partner to provided resource and referral information to parents attending Dependency Court.

m. CAPIT/CBCAP/PSSF Services and Expenditure Summary

The table below shows CAPIT/CBCAP/PSSF funding received in fiscal year 2011/12 and associated expenditures, as well as funding received from CCTF and Kids' Plates.

Source	Dollars Received in 2011/12	Expenditures
CAPIT	$51,435	Service providers for prevention, intervention and treatment-level parenting classes
CBCAP	$29,681	Staff time; countywide child abuse and neglect prevention activities and outreach
PSSF	$26,837	Family Support, Family Preservation, Adoption Promotion and Support and Time-Limited Reunification services
CCTF	$11,940	Staff time; countywide child abuse and neglect prevention activities and outreach
Kids' Plate	$719	Family Finding Training provided by a local non-profit organization.

Exhibit 1 – Logic Model

Outcome Areas: Recurrence of Maltreatment; Timely Social Worker Visits; Re-entry after Reunification

Inputs	Outputs		Outcomes		
	Activities	*Participants*	*Short-Term*	*Mid-Term*	*Long-Term*
Staff time Training • Staff • Partners Funding/Money Inter-agency Collaboration Family Engagement	• Develop Criteria Matrix to target families with high risk of recurrence • Produce brochure describing DR and Voluntary services in English and Spanish • Create sign-off sheet for families stating whether they accepted or declined services • Provide In-Home Services Nurturing Parenting Program • Conduct Drug/Alcohol assessments • Utilize Parent Support Groups o Link parents to each other and to available services and other resources • Standardize contact narrative so that all social workers are collecting the same information in the same format • Develop Evaluation process for prevention activities • Conduct needs assessment and SOP implementation planning • Develop procedural guide/Best-Practice Tool • Develop training strategies and timeline • Utilize TDM/Safety Mapping meetings • Utilize 3 Houses engagement tool • Improve intake process with inclusion of Harm and Danger statements • Begin SOP implementation in On-Going Unit • Implement alternative Dependency Drug Court • Evaluate activities o Has implementation of DR and SOP activities decreased recurrence of maltreatment, decreased re-entry and improved timeliness of SW visits? • Administer Casey Life Skills assessments to all ILP-eligible Probation youth. • Cross-train Probation, CWS and ILP staff • Develop placement procedural manual for Probation Officers • Develop protocol and agreement to provide travel assistance with CWSOIP funds	• CWS Program Manager • CWS Supervisors • CICC Coordinator • PIE Staff • Administrative Services Officer (Analyst) • ER Unit Supervisor and staff • UC Davis for training and technical assistance • Quality Assurance Team • Probation staff	• Matrix, brochure and sign-off sheet are developed • Staff are trained • Evaluation process is complete • Needs assessment and planning are complete • Evaluation process has begun • ILP-eligible Probation youth are identified and Casey Life Skills Assessments are administered • Cross-training is implemented • Placement procedural manual is developed • Protocol and agreement for travel assistance using CWSOIP funds is developed	• Parents are linked to groups and resources • Families are actively engaged in services or have declined services as verified by the sign-off sheet • SOP is implemented • Families are engaged in SOP process • Alternative Dependency Drug Court is operational • Casey Life Skills assessments are administered to all ILP-eligible youth • CWS, ILP and Probation staff are cross-trained and are utilizing knowledge acquired • Placement procedural manual is regularly used for guidance • Protocol and agreement for travel assistance with CWSOIP funds is implemented	• Participation in Parent Support Groups is mandatory and group meetings are well attended • The number/percent of children who do not experience a recurrence of maltreatment in the home or in care is increased • The number/percent of children who receive timely visits is increased • Out-of-home placement costs are decreased • Social worker job satisfaction is increased • Client satisfaction with services is increased • Youth are ready to transition to adulthood • Staff knowledge has increased • Travel assistance is available to families of children in care for visitation, therapy and other appointments

Attachment A

Glenn County Children's Interagency Coordinating Council (CICC) Membership

	Mandated Membership per WIC 18986.11	Glenn County Equivalent	Executive Council	Title
1	Alcohol and Drug Programs Children's Services	Health Services Agency Human Resource Agency	Scott Gruendl Scott Gruendl	**Interim Director** **Director**
2	Presiding Judge of Juvenile Court	Glenn County Courthouse	Peter Twede	**Superior Court Judge**
3	Probation Department	Glenn Probation Department	Brandon Thompson	**Chief Probation Officer**
4	Superintendent County Office of Education	Glenn County Office of Education	Tracey Quarne	**Superintendent**
	Mandated Membership per WIC 18986.11	**Glenn County Equivalent**	**Representative**	**Title**
5	Children's Services	Human Resource Agency	Cheryl Harrison	Program Manager
6	Community Based Organization with Ties to Ethnic Community	Grindstone Indian Rancheria	Aaston Bill Ron Kirk Terri Burrows	ICWA/Enrollment Coordinator Tribal Chair Tribal Secretary
7	Community/ Parent Organization	Parent Representative Parent Representative	Michelle Allen Ashley Powell	Parent Parent
8	County Board of Supervisors	County Supervisor	Dwight Foltz	Supervisor
9	Housing and Redevelopment	Community Action Division	Christine Zoppi Robyn Krause	Deputy Director Alternate
10	Law Enforcement Law Enforcement Law Enforcement	Orland Police Department Willows Police Department Sheriff's Office	JC Tolle William Spears Larry Jones	Chief of Police Chief of Police Sheriff
11	Local Child Abuse Council	Children's Interagency Coordinating Council (CICC)	Linda Howe-Ram	Coordinator
12	Local Child Care Resource and Referral	Child and Family Services Child and Family Services	Mary Viegas Joyce Rupp	Director Division Manager
13	Local Planning Agency in the Early Intervention Program**	Glenn County Office of Education	Vicki Shadd	SELPA Director
14	Mental Health Services	Mental Health Department	Kathy Montero	Deputy Director
15	Non-Profit Children's Organization*	First 5 Glenn County	Patricia Loera	Executive Director
16	Prosecuting Attorney	District Attorney Office	Robert Maloney	District Attorney
17	Public Health Services	Public Health Department	Grinnell Norton	Deputy Director
18	Superintendent of a Unified School District	Orland Unified School District	Chris Von Kleist	Superintendent
19	Welfare or Public Social Services	Human Resource Agency	Robyn Krause Christine Zoppi	Chief Deputy Director Alternate

*Which has a goal of entering into a public private partnership with the county to meet the needs of children that are not adequately met by existing public or private funds.

** Pursuant to subchapter VIII (commencing with Section 1471) of chapter 33 of title 20 of the United States Code. *LHR – 8/10/11*

Glenn County Children's Interagency Coordinating Council (CICC) Membership

Additional Membership of CICC

20	County Office of Education	Youth Employment Services (YES)	David Allee	Liaison
21	Non-Profit Organization	Catalyst	Ruth Piper Anastasia Snyder	Representative Director
22	Non-Profit Organization w/Ties to Ethnic Community	Northern Valley Indian Health (NVIH)	Vicky Shively	Behavioral Health Director
23	Youth Non-Profit Organization	Transitional Aged Youth Center	Calley Harwell	Peer Mentor

*Which has a goal of entering into a public private partnership with the county to meet the needs of children that are not adequately met by existing public or private funds.

** Pursuant to subchapter VIII (commencing with Section 1471) of chapter 33 of title 20 of the United States Code. *LHR – 7/2/2012*

Attachment B

Glenn County Blue Ribbon Commission

Membership Roster

Name	Title	Agency/County Department
Honorable Peter Twede	Judge	Superior Court
Robyn Krause	Chief Deputy Director	Human Resource Agency
Linda Howe-Ram	CICC Coordinator	Human Resource Agency
Jean Rumiano	Attorney	
Steve Thalken	CWS Supervisor	Human Resource Agency
Roxanna Grassini		CDSS Adoptions, District Office
David Howard	Public Defender	Superior Court
Nancy Benson	Public Defender	Superior Court
Ken Miller	Public Defender	Superior Court
Pam Hubbard	Director	CASA
Robin Smith	Foster Youth Services Coordinator	Office of Education
Ashley Beecham	Youth Coordinator	California Youth Connection/GCOE
Lisa Permann	ILP Staff	Human Resource Agency
Amy Lindsey	Deputy Director, Behavioral Health	Health Services Agency

GLENN COUNTY
BOARD OF SUPERVISORS
Courthouse, 526 West Sycamore Street
P. O. Box 391
Willows, California 95988
530-934-6400 FAX 530-934-6419
e-mail: gcboard@countyofglenn.net
web site: www.countyofglenn.net

Tom McGowan District 1
Gary Freeman, (Chairman) District 2
Forrest Sprague, District 3
Denny Bungarz, District 4
Keith Hansen, District 5
Vince Minto, County Clerk

The following Minute Order of the Board of Supervisors is being sent to you for information or possible action. If you have any questions concerning this matter, please call the Board's office.

Minute Order of the Board of Supervisors
October 19, 2004 Regular Meeting
County of Glenn, State of California

10. **Children's Interagency Coordinating Council**

Matter: Recommendation of Human Resource Agency Director Kim Gaghagen to:

a. Rename the Child Abuse Advisory Council of January 20, 1987 to the Children's Interagency Coordinating Council (CICC);
b. Approve the CICC to also act as the Child Abuse Prevention Council (CAPC) – Welfare & Institution code 18982;
c. Delineate that the CICC is the central coordinating body for all family and children services;
d. Dissolve the Child Abuse Prevention Council (CAPC) of 1984; and
e. Dissolve the Child Abuse Advisory Council established under the requirements of AB 1733, from the County Roster.

(No general fund impact)

Motion/Second: Supervisor Bungarz/Supervisor McGowan
Order: Approve the aforesaid matter
Vote: Unanimous.

Attachment D

BOARD OF SUPERVISORS, GLENN COUNTY, CALIFORNIA

RESOLUTION NO. 91-21

* * *

RESOLUTION AMENDING COUNTY CHILDREN'S TRUST #345

* * *

WHEREAS, the Board of Supervisors wishes to amend the County Children's Trust established by Resolution 90-89 pursuant to Welfare & Institutions Code section 18966 for the purpose of funding child abuse and neglect prevention and intervention activities in Glenn County.

NOW, THEREFORE, The Board of Supervisors does hereby RESOLVE and ORDER that the policies and procedures set forth in Exhibit A attached hereto and made a part thereof, are hereby adopted and shall replace the policies adopted pursuant to Resolution Number 90-89.

This resolution was passed by the Board of Supervisors of the County of Glenn at a regular meeting thereof on February 5, 1991 by the following vote:

AYES: Supervisors, Mudd, Mann, Baker, Burbank and Overton (Chairman)

NOES: None

ABSENT OR ABSTAIN: None

CHAIRMAN, Board of Supervisors,
Glenn County, California

ATTEST:

CAROLYN DAVIS, COUNTY CLERK-RECORDER
and ex officio Clerk, Board of Supervisors, Glenn County, California

APPROVED AS TO FORM:

DEVON L. WORKMAN, COUNTY COUNSEL,
Glenn County, California

RECEIVED
'91 FEB 11 PM 4 40
COUNTY AUDITOR'S OFFICE
GLENN COUNTY, CA.

91-21

COUNTY COUNSEL
GLENN COUNTY
OWS, CALIFORNIA

RECEIVED
90 MAY 29 PM 3 53
COUNTY AUDITORS OFFICE
GLENN COUNTY, CA

BOARD OF SUPERVISORS, GLENN COUNTY, CALIFORNIA

RESOLUTION NO. 90-89

* * *

RESOLUTION ESTABLISHING COUNTY CHILDREN'S TRUST #345

* * *

WHEREAS, pursuant to AB2994, Chapter 1399 additional fees are collected from an increase in charges for certified copies of birth certificates; and

WHEREAS, upon recommendation of the Juvenile Justice and Delinquency Prevention Commission and approved by the Board of Supervisors 11-1-83, it was ordered that funds generated from the increased cost of certified copies of birth certificates shall be used to offset the County's cost for operation of Glenn House.

NOW, THEREFORE, the Board of Supervisors does hereby RESOLVE and ORDER as follows:

1. The Glenn County Auditor-Controller is hereby directed to establish trust #345-County Children's Trust.

2. The policies and procedures set forth in Exhibit "A", attached hereto and made a part hereof, are hereby adopted.

This resolution was passed by the Board of Supervisors of the County of Glenn at a regular meeting thereof on the 22nd day of May, 1990 by the following vote:

AYES: Supervisors Overton, Mudd, Mann, Cooper, and Edwards (Chairman)
NOES: None
ABSENT: None.

CHAIRMAN, Board of Supervisors
Glenn County, California

ATTEST:

CAROLYN DAVIS, County Clerk-Recorder and ex-officio Clerk
Board of Supervisors, Glenn County, California

APPROVED AS TO FORM:

DEVON L. WORKMAN, County Counsel, Glenn County, CA

EXHIBIT "A"

COUNTY CHILDREN'S TRUST #345

POLICIES AND PROCEDURES

1. Fees are deposited into the County Children's Trust by the County Clerk-Recorder.

2. These fees are to be used to offset the costs of operation of Glenn House, Tri Counties which is operated by the Probation Officer.

3. Annually the fees collected shall be transferred to the Delinquency Prevention Department's revenue to help offset costs of Glenn House.

EXHIBIT A

County Children's Trust #345

Policies & Procedures

1. Funds in the existing Child Abuse Challenge Grant #332 be transferred to County Children's Trust #345 and the Child Abuse Challenge Grant Trust #332 be abolished after the transfer is made.

2. Funds collected from fees for certified copies of birth certificates and Challenge Grant monies, when received by the County will be deposited in the County Children's Trust #345.

3. The Board establishes the Child Abuse Advisory Council as the recommending agent to the Board of Supervisors for use of the County Children's Trust monies for activities of child abuse/neglect in the areas of prevention and intervention.

4. Glenn County will enter into agreement, recommended by the Child Abuse Advisory Council, with private, non-profit agencies which will provide child abuse/neglect prevention activities on behalf of Glenn County residents.

5. These contractors shall prepare and maintain accounting records that are in compliance with standard accounting practices and in compliance with the standards of the County Children's Trust. Such grantees shall cause an independent accounting and final audit to be conducted. Grantees will preserve fiscal records and documentation of all activities for a minimum of four years after expiration of these agreements and have said records available to the County or its authorized agent upon request.

6. The Glenn County Department of Social Services be designated as the monitoring agency for expenditures from the County Children's Trust.

7. All claims for reimbursement shall be submitted to the Department of Social Services for reimbursement.

8. Upon recommendation from the Department of Social Services, the Glenn County Auditor shall issue his warrant from the trust for the grantees under the terms of this agreement.

Appendix D: BOS Notice of Intent

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

NOTICE OF INTENT
CAPIT/CBCAP/PSSF PROGRAM CONTRACTS
FOR Glenn **COUNTY**

PERIOD OF PLAN (MM/DD/YY): 10/21/12 **THROUGH (MM/DD/YY)** 10/20/17

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

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

The County Board of Supervisors designates Human Resource Agency as the public agency to administer CAPIT and CBCAP.

W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF. The County Board of Supervisors designates Human Resource Agency as the public agency to administer PSSF.

Please check the appropriate box.

[x] The County intends to contract with public or private nonprofit agencies to provide services.

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

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

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

County Board of Supervisors Authorized Signature	October 2, 2012 Date
Steve Soeth Print Name	Chairman Title

Attachment F

BOARD OF SUPERVISORS
GLENN COUNTY, CALIFORNIA

RESOLUTION NO. 2012-68

RESOLUTION TO REQUEST AUTHORIZATION TO SUBMIT THE 2012-2017 CHILD WELFARE SERVICES SYSTEM IMPROVEMENT PLAN

WHEREAS, the State of California, Department of Social Services, and the Office of Child Abuse Prevention (OCAP), hereinafter referred to as "Departments," requires each county to periodically conduct a review of program and administrative practices with regard to Child Welfare Services in conjunction with partners and stakeholder, including the Probation Department and the Children's Interagency Coordinating Council, which functions as the county Child Abuse Prevention Council; and

WHEREAS, the Glenn County Human Resource Agency has completed the review process, beginning with the Peer Quality Case Review conducted in 2011, to the submission of the County Self-Assessment in the spring of 2012, and culminating in the development of the five-year Child Welfare Services System Improvement Plan; and

WHEREAS, the Glenn County Board of Supervisors has designated the Human Resource Agency as the public agency with oversight of the county Child Abuse Prevention Council; and

NOW, THEREFORE, BE IT RESOLVED that the Glenn County Board of Supervisors hereby authorizes the Director, or his designee, of the Human Resource Agency to submit the System Improvement Plan to the California Department of Social Services and the Office of Child Abuse Prevention, and authorizes the Board Chairman

to sign the Cover Sheet indicating the Board of Supervisors' approval of the System Improvement Plan.

THIS RESOLUTION WAS PASSED, by the Board of Supervisors of the County of Glenn at a regular meeting thereof on October 2, 2012, by the following vote:

AYES: Supervisors Foltz, McDaniel, Murray, Viegas, and Soeth (Chairman)

NOES: None

ABSENT OR ABSTAIN: None

Steve Soeth, CHAIRMAN,
Board of Supervisors
County of Glenn, California

ATTEST:

Sandra Pierson, Deputy Clerk
for Sheryl Thur, Clerk of the Board
County of Glenn, California

APPROVED AS TO FORM:

HUSTON T. CARLYLE, JR.
County Counsel
County of Glenn, California

☐ Coordinator
Children's Interagency Coordinating Council

The foregoing instrument is a correct copy of the original on file in this office
ATTEST: October 5, 2012
Sheryl Thur
County Clerk & Ex-officio Clerk of the Board
of Supervisors, the County of Glenn, State of California
By: Sandra Pierson, Deputy